

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND FOUR HUNDRED AND SEVENTY  
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, June 5, 6 & 7, 2013

The Board of Trustees met Wednesday, June 5, at the Ohio Union; and Thursday, June 6, and Friday, June 7, 2013, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

June 7, 2013 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Wednesday, June 5, 2013 at 9:03 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

Good morning. I would like to convene the meeting of the Board of Trustees and ask the Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider matters required to be kept confidential by Federal and State statutes and to discuss personnel matters regarding the appointment, employment and compensation of public officials. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Ratner, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, June 6, 2013 at 8:42 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

Good morning everyone. I would like to reconvene the meeting of the Board of Trustees and ask our Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes and to discuss personnel matters regarding the appointment, employment, demotion, dismissal, and compensation of public officials. May I have a second?

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Upon motion of Mr. Schottenstein, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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Mr. Schottenstein:

Good morning everyone. I would like to reconvene the meeting of the Board of Trustees and ask our Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you. So that we are able to conduct the business of this meeting in an orderly fashion, we would ask that the ringers on all of your cell phones and other devices be turned off and that all members of the audience that are here with us today observe rules of decorum proper to conducting the business at hand.

The minutes of the April meeting of the Board of Trustees were distributed to all members of the Board. If there are no additions or corrections, the minutes are approved as distributed.

At this point, I would like to take the opportunity to welcome two very special people who have recently joined our Board.

First, Mr. Brent Porteus, welcome. Brent has joined our Board within the last couple of weeks. This is his first official Board meeting. He is a Buckeye through and through. An Ohio State Alum, he earned his bachelor's degree here in agricultural economics. He is the managing partner of the family owned business, Blair Porteus and Sons; served as president of the Ohio Farm Bureau Federation from 2008-2011; has held many leadership roles since; and has served on the Board of Nationwide Insurance since 2011, which as everyone here knows is one of the largest diversified insurance and financial services companies in the world. Brent, I just cannot tell you how pleased we are to have you join our Board and how much all of us look forward to working with you. Welcome.

Mr. Porteus:

Thank you.

Mr. Schottenstein:

The other individual, Stacie Seger. Stacie, good morning.

June 7, 2013 meeting, Board of Trustees

Ms. Seger:

Good morning.

Mr. Schottenstein:

This is also Stacie's first Board meeting. Stacie is our newest appointed Student Trustee. She will be a junior this fall; just finished her sophomore year but very capable and very formidable and very ready to take this on. Stacie is from Fort Loramie, Ohio. She is one of seven children and she is right in the middle. Here is to middle children.

Her family operates a swine and grain farm. She is pursuing a degree in agricultural communications with a minor in international studies and agribusiness. She hopes one day to own a marketing and communications firm after she graduates in a couple of years.

Stacie, welcome to The Ohio State Board.

Ms. Seger:

Thank you.

Mr. Schottenstein:

We really look forward to working with you as well.

At this time, I would like to call on you Stacie for the Student Recognition Awards.

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### **STUDENT RECOGNITION AWARDS**

Ms. Seger:

Thank you. I would like to welcome Danielle Ruderman and George Williams up to the table.

Danielle Ruderman was nominated by Dean Gregoire to represent the College of Social Work. Danielle graduated from Denison University in 2010 with a B.A. in Psychology and a minor in English. Danielle recently completed her Masters of Social Work with a concentration in Mental Health and Substance Abuse, during which time she was extremely successful, both inside and outside the classroom. While maintaining a perfect 4.0 GPA in graduate school, Danielle served in many roles at the Office of Disability Services, including as an Assistant, a Counselor's Intern, a Graduate Assistant, and finally as Interim Counselor. Danielle has also served as an Adaptive Behavioral Aid and Specialist at Nationwide Children's Hospital and St. Vincent Family Center. Danielle has served the greater Buckeye community through her work assisting with the Office of Student Life Annual Report of the Office of Disability Services, through her work with the First Year Success Lecture Series: Disability Awareness, as a Co-facilitator for the Veterans Peer Group and the Non-Traditional and Transfer Student Peer Group. She has also excelled in research, having presented posters or podium talks at five conferences in 2013 and publishing her work from her Master's Thesis, titled "Predictors of Educational Outcomes among Undergraduate Students with Disabilities."

For her amazing work, Danielle has received many honors. She was inducted into the Alpha Delta Nu National Social Work Honor Society, Phi Kappa Phi Honor Society, was nominated for the Ohio College Personnel Association Graduate



Student of the Year award, and was recently named the Masters of Social Work Student of the Year, by the College of Social Work. One degree and numerous accolades at OSU were not enough though, so Danielle will begin her Ph.D. in Social Work at Ohio State this fall.

Congratulations Danielle.

Ms. Ruderman:

Thank you. I am truly honored to receive this award. In my academic career, I have come to appreciate and understand the importance of initiative. Without it, one cannot hope to accomplish their desired goals. While some opportunities come about by chance, many times an individual must have the ability and fortitude to seek out these meaningful experiences.

This lesson did not have as much of an impact in my earlier academic career. As she said, I attended Denison University. For my undergraduate education, rarely did I have to make an effort to stand out among such a small fellow group of students. Once I arrived at this impressively large institution, I realized that I would have to change my behavior and expectations to truly stand out.

Stumbling upon an assistant position at the Office of Disability Services (ODS) was happenstance. However, I refused to let this Masters programs simply be a stepping stone to an expected career. I insisted that I would truly make it count. My initiative to try absolutely every experience that was tossed my way has really opened up doors I previously thought were only available to others.

I owe a great deal of gratitude to my fellow coworkers at Disability Services. I started as simply a student employee and ended with a full time counselor position this summer. Not once in the past two years was I treated as simply a graduate student employee. They took my ideas, embraced them openly, and gave me the platform to do research I was truly interested in.

During my two year placement at ODS, I became intrigued with the perseverance of students with disabilities and higher education and their ability to succeed in stressful academic environments. I initiated a study by looking at the student records to see the educational outcomes of undergraduate students for an eight year period. Not only did this solidify my desire to get a doctoral degree, but also provided some interesting findings for the office: 71% of my sample graduated; 91% of that sample graduated within six years; and most notably, students who registered earlier for services were more likely to graduate with a shorter period of time than students who came in during their senior year. I hope that I can look into this research further and help the office figure out what accommodations can help these students, who often have large hurdles, to reach their graduation.

I look forward to obtaining my doctorate degree here at OSU. I wish to be part of a program that supports my creative endeavors and I feel that I have found that here in this academic community. Their support and encouragement have made this next step seem so feasible. I am thrilled to continue working with such an excellent social work faculty. I hope to continue researching student development especially from marginalized student populations.

I would like to express my gratitude to my parents who unfortunately could not be here today. They live in New York but one of these days I am sure I can convince them that Columbus and OSU have everything you need to thrive. To my brother, my greatest role model and to Phil Madden for supporting even my wildest ambitions; thank you.

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Ms. Seger:

George Williams is another amazing student at Ohio State. He was nominated by Dean Lloyd from the College of Dentistry, and is working towards a Doctorate of Dental Surgery. George attended the Ohio State University for his undergraduate B.S. in Biology, with a minor in Business, and graduated Magna Cum Laude, with Honors in June 2010. He has been an incredible student inside and outside of the classroom.

While George was an undergraduate at OSU, he served in the OSU Red Cross Club, gave recruitment tours to prospective freshmen as an Honors Ambassador, traveled abroad with the London Honors program, and served as the Social Chair and President in the Pre-Dental Club. He was also active in academic pursuits, as he completed research in the Oral Biology Department, studying the "involvement of bacteria in the formation of Biofilm and its relation to dental caries" and through enriching jobs like being a Dental Assistant and Assistant Office Manager in the summers. George continued this wonderful academic work and service as the student body vice-president and then president of the College of Dentistry Student Government Association. He has maintained an impressive GPA in a rigorous curriculum, achieving multiple College of Dentistry Dean's Listings, and has won the Michael Zetz Dental Student Scholarship and the Dental Alumni Society Leadership Scholarship.

To quote Dean Lloyd, "Throughout his time in our college, George has worked tirelessly to help promote a greater sense of community and cohesiveness among our students. He has done this by championing programs and initiatives that allow our students to demonstrate their commitment to helping others, to the concentration of the concept of "One University." This included organizing a pre-dental day so that college students from far and wide could learn more about the dental profession and the OSU College of Dentistry. Because of his strong ideals and his belief in Ohio State and our college, George will be a lifelong asset to OSU and our profession."

George plans to enroll in a hospital-based general practice residency program after graduation in May 2014, and then join his father, also a graduate of OSU's College of Dentistry, in practice in their home town of Canton.

Congratulations George.

Mr. Williams:

Thank you Stacie, thank you Ben for this unique opportunity. I really appreciate representing all of the grad students; keep it up. I would also like to thank the Board, Chairman Schottenstein, for this humbling honor. It has sent a wave of excitement through Canton, Ohio. They don't get excited about much except for the Pro Football Hall of Fame. Thank you very much. You have made some grandparents of mine pretty proud.

Before I begin, I would like to say, Mr. Kellogg, I am accepting new patients if you are in need of a dentist.

Mr. Kellogg:

I will keep you in mind young fellow.

Mr. Williams:

All right. I think I have that spirit-ability factor.

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First and foremost, I would like to thank Dr. Gee for everything you have done over the past six years. It's been a heck of a ride with you here and you've really shaped my experience at Ohio State, one I will never forget. We had the unique opportunity, three colleagues of mine, to spend dinner, went to a concert sponsored by the College of Music, and then a little tour and catching up with the students at night; seeing who was still awake that evening on a Friday. We had a great time. It is something that I will never forget. You have been more of an inspiration than you could ever imagine to me and a whole new generation of Buckeyes. Thank you.

President Gee:

You went far wearing that bowtie; you didn't need to do that. I love it my friend, I love it, I love it.

Mr. Williams:

I think one of the most important things you did was bringing the bowtie back. It was a heck of a challenge so enjoy your retirement; enjoy your family and your granddaughters. Thank you.

So I arrived on campus, seems like a while ago, it's been about seven years now. My dad went here so I think I was saying OH before mom and dad as a little tyke growing up; and wearing scarlet and gray forever.

When I came onto campus, the first thing I noticed and remember is the oval, seeing everybody out and about; I will never forget it. It is just an inspiring thing; an image that will stick with me forever. One of my favorite quotes from Dr. Gee is "this university is the front door of the American dream". Having grandparents who immigrated to this country and having first generation parents, we are the definition of that. We have lived it. Thank you for the opportunity that is Ohio State, it's unreal.

I would like to thank Dean Lloyd, the College of Dentistry's Dean, for nominating me for this. He has done some incredible work at shaping the college and buying into the "One University" theme. I love it. Being a Buckeye myself, growing up, going through undergrad, it's been great and we are going to continue to be the front runners here at the university.

I would also like to thank Susannah Turner, our Student Affairs Director. She is one of us, most of the time. A couple of days, she has to be the Student Affairs Director but she has been wonderful and helps us shape a culture at the College of Dentistry that has never been seen before. We have some of the most progressive and exciting students full of energy. I call it the unique opportunity to lead leaders. That's what I have at the College of Dentistry due to our student base; they are phenomenal.

We love participating with the university. I think one of my favorite memories in dental school was marching a 15 foot tooth down High Street during the Homecoming Parade. We didn't have a clue what we were doing but it stayed intact and got to the recycling center just fine when it was all said and done. We won second place, that was kind-of neat. The first time of ever doing it. That's something we won't forget.

I would also like to thank my family. My parents unfortunately couldn't be here. They are both out of town this weekend. They have been great; more friends than parents, they really have. They have always allowed me to wear my own shoes and walk my own footsteps; even though my dad did come here and graduated twice, like I did or will hopefully. They have been great.

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I would also like to thank my fiancé, now. She is here today, Shannon. We met seven years ago in the dorms of Bradley Hall. A couple of weeks ago, we were down at Mirror Lake. It just happened to be pouring, didn't plan for that but we had an umbrella. I am an Eagle Scout, got to be prepared, right? I asked her to marry me at a very special place for us. By the time it was all said and done, we were soaking wet. We didn't even need to jump in to celebrate.

Thank you very much for this opportunity. It has been awesome. Thank you again and keep doing the things you guys do. As always, Go Bucks!

Mr. Schottenstein:

I would like to call on our Provost, Dr. Joseph Alutto, for the presentation of the Distinguished University Professors.

Dr. Alutto:

Thank you, Mr. Chairman. This morning, we celebrate the highest honor that the university bestows on a faculty member, the conferment of the title *Distinguished University Professor*. To give you a sense of the selectivity of the designation, to date, the university has conferred this permanent, honorific title on only 45 faculty members in its entire history.

I thank the selection committee members for their time and commitment to this prestigious program; this year's committee members included: Dr. L. S. Fan, Distinguished University Professor and C. John Easton Professor in Engineering, Dr. Rattan Lal, Distinguished University Professor, Dr. Richard Steckel, Distinguished University Professor, and Dr. Vicki Wysocki, the Ohio Eminent Scholar in Macromolecular Structure and Function.

This award includes automatic membership on the President's and Provost's Advisory Committee, as well as a \$30,000 cash award from the Office of Academic Affairs.

Mr. Chairman and members of the Board, I am honored to recommend two esteemed colleagues for the designation of *Distinguished University Professor*: Dr. Charles M. Atkinson, Arts and Humanities Distinguished Professor of Music, Musicology area in the School of Music; and Professor Randy J. Nelson, The Dr. John D. and E. Olive Brumbaugh Chair in Brain Research and Teaching and professor and chair, Department of Neuroscience in the College of Medicine.

I would like to say a few words about each of our honorees and will begin with Professor Atkinson.

Professor Charles Atkinson is widely recognized as one of the world's most eminent medievalists in the field of musicology. In particular, he is a leading specialist on the history of the liturgical chants sung in medieval churches and monasteries, and he is the world's preeminent authority on the reception of ancient Greek music. His approach is interdisciplinary, embracing music and poetry, intellectual history, Greek and Latin philology, and paleography.

His work is widely published in peer-reviewed journals and collections, as well as two important monographs. In a few moments, we will hear about his book, *The Critical Nexus: Tone-System, Mode, and Notation in Early Medieval Music*.

He teaches undergraduate and graduate students, on subjects ranging from jazz and American music to medieval theory and notation. He is an excellent teacher at all levels who cares deeply about his students.

In addition, his service to the profession and the university is extensive; including a highly effective term as president of the American Musicological Society. Among his numerous honors and awards are three extremely prestigious publication prizes: the Alfred Einstein Award, the Otto Kinkeldey Award, and the Van Courtland Elliott Prize. At Ohio State, in addition to awards from the School of Music, he received the Distinguished Scholar Award, was named Arts and Humanities Distinguished Professor of Music, and as Ohio State's inaugural university Distinguished Lecturer, he presented "A Matter of Scale," tracing the centuries-long developmental process of the Western musical scale.

Professor Atkinson earned a bachelor of fine arts degree in clarinet performance at the University of New Mexico, a master's degree in clarinet performance at the University of Michigan, and a doctorate in musicology at the University of North Carolina.

Professor Atkinson is currently conducting research in Germany, and Professor Lois Rosow, professor and head of the Musicology Area, has graciously agreed to accept the award and say a few words on his behalf. Professor Rosow, could you please join me at the speakers' table? Also joining us are: Professor Richard Blatti, director of the School of Music; Dr. Mark Shanda, divisional dean of Arts and Humanities; Dr. Joseph Steinmetz, executive dean and vice provost, College of Arts and Sciences; and Vice Provost Susan Williams, who oversees the Distinguished University Professorship Program.

Professor Rosow:

Thank you Dr. Alutto and good morning to all.

My colleague Dr. Atkinson is of course very sorry not to be here himself but duly called. He is part of an international team of scholars in the early stages of a 16 year project called the *Corpus Monodicum* funded by the German government to compile critical editions of the entire corpus of medieval monophony on Latin text. This is going to be a 25 volume series. The immediate push right now is to prepare a report for a site visit by an examining team expected in early July so of course he is in Würzburg right now; hard at work on that report with his team.

Charles Atkinson's lifetime of work on the liturgical chants of the early middle ages has dealt widely with issues of musical and poetic style, manuscript transmission, liturgy, and geography. In particular, he has uncovered a surprising degree of Byzantine influence on musical practice in the Latin West, but perhaps his greatest contribution has been in the realm of intellectual history: how medieval music theorists interpreted and used the vocabulary and theories handed down from ancient Greece, as they made sense of their own music. He does this as a sensitive musician, but also as a brilliant philologist of both ancient Greek and Medieval Latin. He is also fluent in German and does well in French and Italian; it just goes on and on.

I would like to focus briefly, in the little time I have here, on his recent book, *The Critical Nexus: Tone-System, Mode, and Notation in Early Medieval Music*. So, what's it about?

Gregorian chant, you might know that term, they called it plain chant, "cantus planus", is said to have originated in the sixth century, the time of Pope Gregory the Great. There was no musical notation then. What comes down to us from the sixth century is words. The tunes passed along orally, from one generation of priests and monks to the next; and naturally throughout Christian Europe local dialects of music developed.

In the early ninth century, Charlemagne's campaign of cultural unification throughout the Holy Roman Empire led to new ways of looking at the arts, in particular, liturgy and the style of chanting throughout the empire were now to be brought in line with Roman practice. Imagine how challenging that would be to people in a monastery somewhere in what's now northern Germany or France. There is no musical notation, there is no media beyond traveling music teachers and yet singers in these distant locations were to master a body of thousands of chants in a style quite different from their own Gallican chant. They did it just fine, so what were two of the approaches?

Medieval writers on music took two different ways of looking at this. One body of medieval scholars studied ancient Greek music theory, as transmitted by Romans writing in Latin, mostly Boethius but some others as well. Starting with Pythagoras' division of the octave into intervals with fixed ratios of frequency, Greek theorists had developed a very elaborate mathematical system of harmonics and they used to measure the strings or pipes on musical instruments. Ninth century singers in the Western church had other preoccupations. They needed a practical system for organizing a vast body of chants, to suit particular liturgical purposes, and so they invented a system of eight "pitch families" or "tones" that behaved in certain ways. As in any oral tradition, the system made use of easy-to-remember formulas; little melodic licks that would help them get from one place to another. They also studied Latin prosody and figured out a way to use poetic accent marks as reminders of melodic structure. These are all standard devices of oral traditions. Here we have the system from ancient Greece that's referring to particular intervals, is very mathematically precise, and singing teachers dealing more with gesture and functional relationships and acoustic space.

The "critical nexus" of Atkinson's title refers to the inevitable interplay that developed between these two theoretical traditions, when the authors of singing treatises began trying to explain their own flexible musical system according to the mathematical theories handed down from the ancients. They wanted that sense of authority. The two systems, however, really didn't mesh at all. Yet it was the Greek system that formed the basis for the very first staff notation, invented by Guido of Arezzo in the eleventh century. Those of you who do crossword puzzles know Guido's name. It looks sort-of like ours, lines and spaces with things on them.

Medieval singers finally had a way to write down precisely the pitches they sang, but the pitches available from the Greek system included only eight, not twelve. There were A through G and two kinds of B; no sharps or flats. The way they did this was that there was a round flat and a square flat. The square flat is the ancestor of the natural, the round flat is the ancestor of the flat.

The medieval singers wanting to sing their body of chant had to develop rationalizations for using other pitches that weren't part of the notation. They called them false notes, *musica ficta*. They invented increasingly complex transpositional systems, to think that they were in a different mode from where they actually were. That paradigm didn't shift until the sixteenth century. As Atkinson puts it, it simply didn't occur to medieval and early renaissance writers that they needed a different model. It's quite a story.

I asked Chuck what he would particularly like me to say to you. Of course he wants me to express his gratitude for the award, but he particularly wants me to convey his appreciation of the outstanding resources and intellectual climate here at Ohio State, and he singles out the library system for special praise. He writes, "I am profoundly grateful for all that this great university has done to support me in my work. I can only urge the Board of Trustees and the university administration to continue to do everything they can to support research in the humanities, by maintaining and building the strength of our libraries, and by providing the kinds of funding opportunities that can allow us to pursue our research and teaching interests to the

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fullest. It almost goes without saying that the ultimate beneficiary will be The Ohio State University itself."

Thank you.

Dr. Alutto:

Next, I am pleased to introduce Dr. Randy J. Nelson.

Professor Nelson is one of the world's leaders in the field of behavioral neuroendocrinology and is internationally recognized as a gifted scientist who generates impactful research, while also preparing the next generation of leading scientists. His seminal work describes studies in biological rhythms, behavioral neuroendocrinology, and stress and immune functions.

His work has resulted in more than 350 peer-reviewed articles that appeared in prestigious journals, the editing of 12 books, and is the authorship of a leading textbook. To provide a sense of that, a nominator from the University of California at Berkeley, writes that he recommends Dr. Nelson's textbook, *Introduction to Behavioral Endocrinology*, to his students, rather than his own textbook. That is probably the best endorsement one can ever have. Dr. Nelson also serves on the editorial boards of five scientific journals and is the associate editor of *Hormones and Behavior*.

Among his many distinguished honors, he is an elected Fellow of the American Psychological Association, the Association for Psychological Science, the American Association for the Advancement of Science, and the Animal Behavior Society. At Ohio State, he presented a university Distinguished Lecture entitled, "Seasonal Rhythms in Sex and Death: A Time to be Born and a Time to Die". He also received the Alumni Award for Distinguished Teaching, the Distinguished Scholar Award, and last year, he was appointed Distinguished Professor in the College of Medicine.

In addition, his service to the university and to the broader scientific community is wide ranging. He has served as chair of the Department of Neuroscience since 2009 and has also been a member of several federal grant panels.

Dr. Nelson earned his bachelor's and master's degrees and his doctorate in psychology, and a doctorate in endocrinology, all at the University of California at Berkeley, and he joined our faculty in 2000 as Distinguished Professor of Social and Behavioral Sciences and professor of psychology and neuroscience.

Dr. Nelson, please come forward. Dr. Stephen Gabbe and Vice Provost Williams will join us as we make the award.

Dr. Nelson:

Thank you Joe for those kind comments. Typically as a departmental Chairman, when I see this many people so nicely dressed, I go into fundraising mode. I start talking about my great neuroscience faculty and all the cool research they do. I was told specifically I should talk about my research; past, present and future and do all that in about five minutes and I will do so.

First, I must say that I am truly humbled and deeply grateful for this honor. Given how large and talented the faculty is at Ohio State, it is especially meaningful to me to be singled out for this distinction. I would like to thank Gordon Gee for his leadership. I was at Johns Hopkins for 16 years and I never met the president and it's a small place. I saw him twice. I have met Gordon many times, I have been to his house several times, and it is just special to have that kind of leadership, one-on-one.

Also, I am grateful for the exceptional leadership of Joe Alutto, Steve Gabbe, Charley Lockwood, Carol Whitacre, Clay Marsh, and Ali Rezai for providing the framework under which my research program could flourish. I am grateful to my colleagues at OSU who have made the most generous contributions of their time, resources, collaboration, and advice. I especially thank my graduate students and post-doctoral colleagues who have made science fun. We have also had an army, a literal army, of undergraduates working in the lab over the years and they have also added to the excitement and joy of doing discovery, to all of whom I am grateful. Of course, I am most grateful to my colleague and wife, Dr. Courtney DeVries is a professor here in neuroscience, and our boys Morgan and Justin who are thrilled to get up this early the first day summer.

Courtney and I were recruited from Johns Hopkins about 12 years ago into the psychology department here at OSU. At the time, I was doing reasonably well with the "Johnny Hop". I had moved through the ranks and was tenured to full professor which was an important goal to me. But then what? My work had always revolved around biological time keeping. In psychological terms, I am interested in motivation; why individuals do what they do. My tweak on traditional motivation research is a temporal aspect. I am interested in why individuals do what they do when they do.

As mentioned, I obtained my two PhDs at Berkley where I worked under Irv Zucker, who discovered the location of the circadian clock in the hypothalamus. This so-called master clock controls virtually all the temporal aspects of your body. It's the conductor that keeps things working well.

When I arrived in the lab, there were dozens and dozens of people working on circadian rhythms and I wanted to distinguish myself and my research; I decided to investigate longer-term rhythms, seasonal rhythms. Because each experiment requires at least two years to see a cycle, I felt this was a good way to extend my time in the San Francisco Bay area as well.

In any case, the most salient seasonal phenomenon is seasonal breeding. I became interested in sexual motivation and the regulation of the timing of these cycles. Essentially most animals use the annual cycle changing day length to tell what time it is since they don't have calendars. With just two bits of data, how long days are and are they increasing or decreasing, an animal can tell exactly and precisely the time of year. They do this through a mechanism, that I obviously don't have time to describe, essentially they measure a hormone called melatonin which is secreted at night. The longer of the duration of melatonin, the longer the nights, you know it's winter. It's a simple system and we can tweak it to do things for us.

At Hopkins, I became interested in the seasonal cycles associated with disease. What drove the timing of the well-known seasonal flu? What about malaria seasons; which we don't think about but they think about it in Africa quite a bit. What about seasonal cycles in heart disease, stroke and cancer? Some of these cycles are a result of seasonal changes in the environment but we discovered that internal changes in immune function driven by day length, specifically driven by the melatonin, allowed physiological anticipation of these environmental changes, provoking seasonal diseases or seasonal resistance to disease.

For example, we demonstrated that individuals bolster immune function during the winter, when melatonin secretion is highest. Environmental stressors, such as low temperatures or lack of food during the winter tend to stress animals and suppress or compromise immune function. Animals that were successful were those who could manage this balance of immunosuppression and immune-bolstering.

My immunology colleagues at Hopkins were superficially interested in this but because of their very molecular approaches; they really didn't believe that the environment or even other physiological systems could affect immune functions. I



was interested in finding colleagues who studied the effects of stress on immune function.

As Gordon is fond of saying; not only about Ohio State, we don't just have one of everything, we often have two or three of everything here; and so it was with faculty who are interested in interaction among stress immune function and environment. Indeed, there was an entire Institute for Behavioral Medicine Research with nearly a dozen faculty who are interested in this topic here. We moved to Columbus and immediately started a number of collaborations as a result of some pretty cool findings, if I do say so myself, regarding seasonal changes in immune responses mediated by day length.

Recently, I have gone back to my roots in circadian biology. When I moved into neuroscience and became the Chair three years ago at the College of Medicine, my lab moved into that fancy Biomedical Research Tower. My animals moved into the fancy animal quarters in the basement. The quarters are so fancy that everything is run remotely by computers. There are no light switches, there are no thermostats, it's outsourced to India or something; I don't know where it is all managed. My grad students knew something peculiar shortly about the animals. They seemed to be getting fat compared to the animals when we housed them in the psychology building. In behavioral tests, they acted depressed. What's going on?

It turned out that the fancy computers weren't turning the lights off at night so the animals were exposed to light all night. We took this serendipitous discovery and we ran some experiments. We gave the animals dim light at night for a variety of reasons; five lux of light which is a kid's night light about two meters from your face, very dim. I couldn't read by that light, maybe the young folks could.

By doing that, within eight weeks and two months, the animals gained 20% of their body mass; most of that fat. What's remarkable is they did it without increasing their caloric intake or changing their exercise or caloric burn.

What happened was that there was a circadian dysregulation which deranged metabolic signaling leading to eating at the wrong time; that Taco Bell fourth meal for example. We also demonstrated that the animals displayed more depressive like symptoms that we could fix with treatments of anti-depressants, which is the standard course of business. We could return them to dark nights which isn't feasible for lots of us who specifically work nights or by exposing them to light at night that do not affect the circadian rhythms; light in the reddish range. Blue lights perturb circadian clocks. Unfortunately, virtually all artificial lights emit lots of blue light; particularly the fluorescent bulbs. Coincidentally with the depressed phenotype, the mice displayed fewer connections in specific parts of the brain, in small brain regions associated with mood and elevated neuro-inflammation.

Because my wife had reported massive neuro-inflammation after a stroke with cardiac arrest in mice, and because people who suffer a stroke with cardiac arrest or a heart attack are placed into the critical care facility with light on all night long, we thought it was useful to look at the effects of dark night versus dimly light nights after these brain insults. We haven't published these results yet but they are remarkable in my opinion.

Survival was cut in half or less after just three nights of exposure, the standard critical care stay. When getting five lux of light after a stroke or cardiac arrest in a mouse, there was massive neuro-inflammation. The mice exposed to light at night displayed enormous levels of anxiety and depression when they were tested later after recovery.

We can't house patients in the dark when they require medical attention around the clock obviously; the nurses would be stumbling all over the place; that wouldn't be

good. What could we do? We put the mice under dim red light and their neuro-inflammation and their survival improved in the levels of mice in dark nights. We are currently starting a clinical study in the Ross Hospital with Drs. Ryan and Binkley to install reddish lights in the cardiac critical care units. To determine the role of dim light at night on sleep, we are engaged in an ongoing study at the OSU Sleep Center with Dr. Magalang.

My plan for the future is to develop an OSU center for circadian medicine. We will study and develop novel treatments for sleep and circadian disorders. We study everything from determining the optimal time to provide chemotherapy or radiation therapy for cancer patients; it's not all the same; how to optimize lighting for our night shift medical workers, for example to maintain their circadian regulation; and even use melatonin to bolster immunity.

We know for example that outcomes of certain neuro insults are better at different times of day than others. For example, most spinal cord injuries happen at night due to car wrecks. We know through experiments that outcomes are better if they happen during the day. What we would like to do is to develop a way to manipulate the clock genes to recapitulate the optimal time so we can aid in recovery. Also, perhaps we could affect the clock genes to improve performance of the football team when they travel three time zones west to the Rose Bowl.

I am extremely grateful to Steve and Charley for their support in developing this unique center although there are literally thousands, tens of thousands, of sleep centers in the country. This center is the first in the world for translating a large and mature amount of basic science information about circadian rhythms and using it to transform health and performance.

Thank you very much.

Mr. Schottenstein:

I would like to, on behalf of the Board, once again personally thank and congratulate first Professor Rosow on behalf of Professor Atkinson for his wonderful and most deserved honor, and also Professor Nelson, for you as well and for joining us today. As Dr. Alutto stated these are rarely given out; since 1870, 45. This is the highest honor any member of the faculty can receive at Ohio State. We are truly blessed to have individuals like this as part of our institution. Thank you both again and congratulations.

We are going to slightly depart from the published agenda and the two items involving the recognition of Dr. Alutto and the North Residential District Update.

Instead, in fact, your comments Professor Nelson about days and nights made me think of weeks; this has been an interesting week. All weeks are seven days but this one seems to have been a little different than most. As everyone here knows, earlier this week, Gordon informed us of his decision to retire as president of our great university. This meeting will be Gordon's last as president and I know I speak for every member of this Board in expressing our enormous gratitude. Thanks to Gordon for, I wish I could come up with the right word but the one I am going to use is exemplary, extraordinary, spectacular, service to The Ohio State University. By every conceivable measure, you have been a superb leader, a superb president. You have transformed the place and you have inspired us all.

As I said the other day at our press conference, you are the best president I have ever seen. You have taken the university to new heights. You leave us in a very good place with a rich and lasting legacy. I know that my fellow trustees will also want to share with you at this time some of their thoughts and their appreciation.

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With that, I would like to call on Trustee, Dr. Gil Cloyd.

Dr. Cloyd:

Thank you Mr. Chairman. Well Gordon, thank you for the marvelous contributions that you have made to Ohio State and to its many and varied stakeholders. It has been an extraordinary privilege to me to work with you and watch you lead this great university, this great land grant university, to a new and higher plane in its mission of teaching, research, and service. It really has been transformational.

I am also very proud and inspired by the fact that as President of The Ohio State University, you have, through your vision and your hard work, become THE national leader, educational leader in the United States in what I consider the most important issue, facing higher education. That is, how do we make a high quality and meaningful post-secondary education highly accessible and affordable? You have already provided some important answers and direction to that question and I know you will continue to do so in the future.

Again Gordon, thank you for all that you have done to better the lives of so many people that are touched by this university and most of all thank you for your wonderful friendship, which will be my treasure going forward.

Judge Marbley:

Gordon, you have been an exemplar of the servant leader. A man of uncommon intellect, vision, and integrity. You have been the lead, without peer, in over three decades of service as a university president. In my view, you have been both fearless as a leader and peerless as a leader. It is no historical accident that you have perennially been considered the number one college president in the United States and we continue to believe that.

You have led this university selflessly with a commitment to excellence that in the history of this university is unsurpassed. Indeed, you were so good at it, you did it twice. You put us on and you have kept us on a trajectory of excellence to eminence. You have been a mentor to me and countless other Board members and university leaders and administrators. You have been a role model for more than one generation of students.

Buckeye nation will miss your leadership. They will miss your passion for this great state university. Of course, we will miss your larger than life persona. We love you.

Mr. Schottenstein:

Others?

Dr. Wadsworth:

I would like to comment a little bit on partnerships and Gordon's role in partnerships. I first met Gordon in Tennessee. He was president at Vanderbilt and I was director of Oakridge National Lab and together we discovered that Vanderbilt wasn't a core university to partner with the lab. This was of course because they chose to compete with Battelle and the University of Tennessee. We quickly fixed that and we started joint programs between Vanderbilt and Oakridge that continue to this day and they are very strong.

Then, Gordon came to Columbus and I followed shortly afterwards. Instead of being separated between Nashville and Knoxville, we were separated by King Avenue, which seems like it should be an easier way to get together. The areas of partnership have ebbed and flowed. I am proud to say that it is at an all-time high,

thanks to you Gordon. I will mention the Metro School, which is a fabulous cooperation between the state, OSU, and Battelle. We were talking about that yesterday, the fact is that kids who wouldn't otherwise make it, now graduate successfully and come to Ohio State. That's a wonderful tribute to seeking the pipeline of diversity and other attributes from kids who maybe would not have gotten as far. Some of them are even joining with a year or two years of Ohio State experience under their belt. That is a fabulous program and was done in partnership. The Glenn School Project, we have a number of things there.

Yesterday, we heard about engineering. I have to say that is was so impressive to learn about what the university is doing in the state of Ohio with manufactures. With Honda, as they build the new NSX car, this university is now a key part of that partnership and also in Evendale with General Electric where they build one of the most powerful jet engines for the 734 and the Airbus 320. That's a partnership that probably would never have happened a few years ago. So, those kinds of encouragements to think outside of the box to work with industry, to work with other institutions has been a hallmark that I think about when I think about Gordon's contributions.

We thank you for creating an atmosphere that encourages those partnerships. We thank you for your leadership in education and we thank you for being so accessible, something that was mentioned earlier. When anything has come up that we needed help with, Gordon has always been there, very quickly to offer that help. We thank you so much.

Mr. Brass:

Thank you. I love quotes so when I hear a good one I write it down, I take it home, and I log it in. Last night I went through that little book. He has said more than once "no individual has more connection to this institution than I do in my heart". I think that says it all. I tweaked it last night: "no Board has more connection to this President than we do in our hearts".

We thank you. I can't tell you personally how much you have done for our medical center, for our university; for all that we stand for in our mission. From the bottom of my heart, we love you. Thank you.

Mr. Reinke:

I came here as a freshman a year before you came back. I want to say a couple quick thoughts about what I have seen change since you came. First and foremost was the level of honesty and transparency that you have brought to the leadership of this university which was unparalleled I think. Because of your connection to the student body, you might have noticed over the last few days since you announced your retirement, that there has been an outpouring of support from students and that everybody has changed their profile picture to a picture of you; you with them generally speaking.

The important point is that I think you have inspired a vision amongst not just the administration, but the staff, faculty, and the students for what this university could be and what it could be when everybody was buying into the same vision. As I have always thought that vision is one of the most important tenants of leadership, you have provided unparalleled leadership. That has translated into an unparalleled level of engagement amongst all of these constituency groups but especially amongst students. Students are more engaged with this university, I think, than they ever have been before. They are true stakeholders and they love this place.

Thank you for transforming our student experience and leaving this a better university than you found it.

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Mrs. Kass:

You have been my friend and my Bexley neighbor on and off since 1990, long before I arrived on this Board. I remember how much I admired, even back then, your ability to communicate your vision about this huge and complex place in a way that humanized it. You are always thoughtful, always making others feel very good about what they are doing. For a man who is busy 18 hours a day, you never forget to acknowledge any of us on the Board and so many others and make us feel good about what we are doing.

Your humor is infectious. You light up any room you enter. The passion you have for this university is unbounded and as a result, you have gotten all of us to strive higher and harder to ensure The Ohio State University is THE University of the American Dream.

It has been an honor to work with you as a Trustee now for almost five years, and while you may not always be my neighbor, you will always be my friend.

Mr. Jurgensen:

What I would like to focus on is Gordon the teacher. What I really appreciate is when I came into the university as a Trustee, I came in with a set of filters; an extremely practiced pattern of thinking. The lens that I looked at Ohio State through was shaped by my collective experiences as a business person. The first thing that you taught me was that the business of the university is not the business of business. There are some similarities to be sure but there are some very real differences.

Personally, we overlapped for a period of time; you were leading this place and I was leading a company. You taught me that leadership is a lonely profession. The higher you go in an organization, you transition from the doer to the inspirer to get it done. There is a very real difference there. The higher you go, the more dependent you become on the people that are around you. They don't nearly rely on you the leader as much as you depend on them.

In this world we live in today whether it's the university world or the business world, teams now matter more than ever because everything in the modern organization is matrixed which means it's an issue of codependency, not self-sufficiency. This lies at the heart of the Cultural Revolution that you have started at Ohio State around "One University".

In building teams, you taught me that it's not the strength of the ingredients that matters; it's the power of the mixture. I know that my colleague Mr. Kellogg could tell me more about how the effectiveness of teams changes with just minor changes in team DNA.

I have always thought that there were four moving parts in the engine of achievement; people, culture, values, and the plan. On the people front, I have never met a better recruiter of talent in my life than you. You made cultural transformation the cornerstone of your agenda when you got here. Your values were incorporated in a document which I selflessly stole called *The Rules of Engagement* and immediately took them back and incorporated them into how we ran our company. And the plan, your attention to the academic strategic plan which then led on to the formation of the financial plan. All four of these elements, people, culture, values, and the plan, have enabled you to do what you said yesterday, what Ben reiterated and what I agree with which was my only test of "how did you do" and the only test that matters in life is "did you leave it better than you found it?", you clearly have.

Thank you.

Dr. Horn:

Thank you. A lot has been made, and rightly so, of Gordon's engagement with students, in particular with undergraduate students. I want to say a few words about his engagement with faculty. It's a little bit different. He doesn't help us move in and out of our houses. He doesn't show up unannounced at our parties. He doesn't do flash mobs with us, but he does engage us in really extraordinary ways. Whether it's on matters of faculty shared governance; he has a remarkable record of being open and inclusive with faculty leaders, many of them are in the audience today.

Whether it's just making people like Randy Nelson know that they are valued and he does that not with just our stars, but with a wide range of our colleagues from new Assistant Professors to Distinguished University Professors. I think even more important is the ambitious academic agenda that he has set for this university which is unlike that of any other public university in the country at this moment in time. For all of that, we collectively and I personally am very grateful.

Mr. Gasser:

Gordon, I agree with all of the comments that my fellow Trustees have made so far, especially about the admiration and love that we all have for you. As I was thinking about you, I was also thinking, what is the true measure of success in a person; how do you measure when someone is successful?

What I concluded is; can you say that you made a difference somehow? Can you say that you made a difference in your life and in what you have done? Truly I think as we all hear the stories, you truly have made a difference. Whether you are the president of the United States, who was here recently, or CEO of a major company, or an 18 year old from Bucyrus, Ohio; you have affected these individuals. You have treated them the same, with dignity and respect.

As you go into the next phase of your life, I am convinced that you are still going to make a difference. It may be in a local or it may be in a national or international level. I applaud you for that and I want to thank you for your friendship for all these years.

Thank you.

Mr. Shumate:

Gordon, I have known you for over 25 years and I remember you coming to Ohio State and saying to us that not only did you want to be a leader of a distinguished international land-grant university, but you also wanted us to understand what it meant to be distinctive. You truly have brought to us a distinctive leadership. The Ohio State University is now widely recognized as a truly preeminent national, international leader in higher education and that's directly linked to your outstanding leadership. I echo all of the comments that have already been said.

I remember when we were recruiting you six years ago. One of the themes of the search committee was that our charge was really to find the right person for the right time for Ohio State and we did that. You have demonstrated outstanding exemplary leadership and most of all I think that you have given us a spirit. A spirit of inclusiveness, a spirit of really looking to see what we can do to make a difference and I think the honors that were given to the students and the faculty really show the academic leadership that you have demonstrated over the years. You have showed us that a great university indeed does have an outstanding student body and an outstanding faculty and an outstanding leader.

We love you; we respect you, admire you, and look forward to strengthening our friendships.

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Ms. Seger:

As a land grant institution, Ohio State was founded for students like myself. Dr. Gee; you have made sure that mission is held true. The first time I met you, you were traveling the wonderful Shelby County Fair on your Ohio tour. From that very first moment I met you, you infused scarlet and grey to bleed from my blood with your contagious personality and welcoming humor.

I join George and many other students in truly believing that you have brought the bowtie back because I spent many hours freshman year trying to help the boys in my dorm learn how to tie that bowtie. You are truly loved by the students here at OSU whether you are passing out bowtie cookies or walking through campus or even off-site of campus.

After my announcement of my appointment just three weeks ago, I jumped and screamed from my call from Governor Kasich but I want to let you know, I jumped and screamed just as much as my personal email from you. It truly meant a lot to me.

It's a goal of all students to get a photo with you but I am here to announce, I haven't yet got my personal photo so hopefully we can make that happen.

Thank you for everything you have done. We greatly appreciate it.

Ms. Krueger:

I would like to share a story about Gordon. I first met him over 20 years ago and we discussed the great idea about handing out bowtie cookies. He designed his bowtie cookie and so this became Gordon's icon.

Gordon has been a great supporter of women in general throughout this community and throughout this state. I want you to know Gordon how much I appreciate your support for being a mentor, from all the emails you have sent me to encourage me not to give up and know that it did not fall on deaf ears. I have shared that with so many people and we as women really appreciate your leadership on that front.

Another fun story is that Gordon and I sit on the Bob Evan's Board together. One of the homework assignments we were given is to go shop the competition at some local grocery stores. I was teamed up with Gordon and if you have ever gone anywhere with Gordon, you walk into a public place, it is like walking in with Mick Jagger. He is a rock star. People came pouring out of the deli department, the vegetable department; they saw Gordon and ran up to him right away. This one girl in particular, she was from Gahanna, she ran up to him and said "Dr. Gee, Dr. Gee". Gordon is gracious with every person and she said "I want you to know that I graduated from Gahanna" and Gordon was very engaged as he is with everybody. He wanted to know exactly what she was going to do. The first thing he said was "now where are you going to go to college?" and she said "I am going to Kent State" and he said "oh you poor dear!" He quickly self-corrected, he said, "It's a school in Ohio which we are proud of you to go but in case you change your mind, I know a good school called Ohio State."

What was great about that as we continued to walk around the store and were comparing sausage and mashed potatoes, etc., everywhere we went, people followed. It was like piper piped, people were asking him questions.

What I learned that day is not only does Gordon say that he cares about Ohio State, he lives it. Ohio State pumps through your veins, it's part of your DNA. You have set such a standard of inspiration for all of us. You can pay people any amount of money to participate; you can't pay people any amount of money to care. You care about

the students; you see that on the faces when you congratulate every student by shaking their hand at graduation. I don't know of any other president that does that in this country. The students who line up for hours and hours on end to get their picture taken with you; you inspire so many people to care about this great place.

Know that you have affected not only my life personally, but the lives of thousands and thousands of people Gordon. Know that your friendship will be treasured forever by me and by some of the others. Thank you.

Dr. Reid:

I would say of all things that I treasure most; it's that we have become friends. I have been blessed by that and I appreciate that.

You are a wonderfully constructed human being. You are a very good man. In addition to promoting people learning, which you certainly have done throughout all of your years in education, you have also been a learner. You are a person who is open to growth and open to seeing things differently and open to thinking new thoughts. I think for all of us as people in our age category, to continue to be a learner as well as a teacher can sometimes be quite exceptional.

There is a well-known construct which people sometimes evaluate their legacy; through head, heart, and hands. Through the head Gordon, you have brought us all of your intellectual capacity, which is vast. You have brought it to the university, but not just there, you have also changed the trajectory of higher education in general. For the head part, we are totally grateful.

For the heart part, it's been spoken about many times but I would say that there is a love affair that began so many years ago; it's in full bloom now and will continue between you and Ohio State. That love affair is admirable, it's luscious, it has benefited us totally, and it will endure.

For the hands part, that's been spoken of as well. You have shown up in many places, you have been connected with students and instructors and professors, everybody. I have never ever seen anybody as responsive as you. I don't know how it is that you can make an email come to somebody within minutes after a conversation and still be fully engaged in a meeting, but you do it. Deeply appreciate your hands part.

Last, I would say as a father, as a grandfather, and as a person who has engaged in deep relationships with others, the ability to make those kinds of relationships, that is a blessing that God has given you and you have reciprocated that and that's deeply appreciated.

Mr. Ratner:

I actually have been on the Board, Gordon, for six years and knew very little about Ohio State. I came to this campus and was welcomed by you. I had that unusual experience that I guess it's not an unusual experience. It's an experience that every single person here has had. That is to spend five minutes walking with Gordon Gee across this campus. It is a remarkable experience because you somehow are able to not be overwhelmed by the scale. I considered myself a freshman then, by the way it has taken me six years, I still haven't come anywhere near the degree I wanted to get from you. As I found out, for almost everybody, Ohio State is overwhelming. For you, that scale, that very fact of what makes this university is not something that overwhelms you, it's something that both nourishes you and that you nourish. You nourish it in a way that I have never witnessed anywhere else. It's a staggering accomplishment.



David mentioned the individual role you seem to have, the ability to reach to every faculty member. Ben mentioned your ability to reach to every student. It's so far beyond that. You have reached to every citizen of the State. We are all defined in some way by the leadership that you have provided to Ohio State.

You don't speak about this university, you radiate this university in everything that you do and you always talk about Ohio State as being Ohio's university. That is so true.

As I wander back to Cleveland, by the way I don't know how my car will get back to Cleveland because like Janet, I never get closer than Mansfield before there is a beep on my cell phone and it's an email from Gordon saying "how wonderful it was to see you at meeting X" and "we don't know what we would do without you" et cetera, et cetera. It's very flattering to me but somehow I wonder how did Gordon do that? I left him as he was going in to speak at a luncheon; I was gone for less than an hour. I don't know Gordon, how I will ever be able to get back from Ohio State to Cleveland without that guidance of your email.

I don't think that everybody here in Columbus realizes the impact you have had state wide. You are Ohio to so many people. You are because you reach out to them individually and personally. You have completely defeated that sense of being overwhelmed by Ohio State. You are individually and personally everything that this university stands for; personal integrity, excitement, all the values that so many people have mentioned much more articulately than I can.

More than any of that, I have just been extraordinarily benefited by your personal friendship, by getting to know you, by being in effect as all of us have been, in the same room with you, watching you do what you do so well and uniquely in this country; which is to provide a staggering sense of individual attention, nourishment, and excitement. There aren't a lot of words to use to describe what it is that Gordon Gee does. I think all of us are struggling with how you find a way to talk about what Gordon has meant.

Again, I would just like to stress that it's what you have meant to the entire state. It's the fact that you are in fact Ohio. When I go elsewhere and people ask "why do you still live in Cleveland, why do you still care about Ohio State so much?" I say, "Think about Gordon Gee and everything that he is. Think about the way he has positioned the university in terms of its past, in terms of what it is for the future." It is the best of what we are. It's the best of what we are as a state. It's the best of what we are as a university. It's the best of what we are a people and you are the best of all of that.

Thank you for getting me as far as I have towards my degree and for all of that learning that I have done from you.

Mr. Porteus:

Gordon, in concurrence with all of these comments, three thank you's. Thank you, for clearly your extraordinarily and exemplary vision and passion. Thank you, for your leadership here at Ohio State, for being the national leader and champion of the land grant mission and for making that real for all of the people across Ohio as you visit every county. You have been there so often and have actually opened the front door of that American dream for them.

Thank you for connecting to each of us personally and to every member of the Ohio State family to help them be real for your vision and your passion. Thank you.

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Mr. Kellogg:

Thanks. Obviously Gordon, I share the same admiration, love and respect for you and your work that's been expressed here as we have gone around the table.

As one who has an opportunity to speak quite often, it's my profession and by extension I get a chance to speak at other occasions, it's important to always embrace the five "b's": "be brief brother, be brief". Especially, when you are the last one speaking.

When I think of you and all of what has been said, again I echo those sentiments: bold, creative, inspiring, innovative. Couple of things, one, the three "p's" now: the power of presence and personal touch, that is you. The other thing that you possess, an honor that comes in the world of sports: First ballot – Hall of Famer.

Thank you for the difference you have made and the foundation you've laid. You've raised our level of thinking and doing and your impact has been profound. Thank you.

Mr. Schottenstein:

Tim Smucker, who is one of our Trustees and had to leave early, handed me a letter and he asked if I would read it.

Dear Gordon,

Thank you for your vision, leadership and passion that have forged one Ohio State University. You have changed the culture of this place. You have spent time and effort nourishing an atmosphere that encourages personal responsibility where every person makes a difference. You have built a bridge of understanding that has impacted the cultural, economic, environmental, and social fabric of Ohio State. That is an example for the global community. We are and will forever be blessed.

With much admiration and gratitude,

Tim Smucker

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## **PRESIDENT'S REPORT**

President Gee:

Is it my turn? Thank you. Now I know how a funeral feels. I must say that I really appreciate all of those wonderful remarks. They are exactly the way that I wrote them. Perfect indeed and I really do appreciate them. I want to be very clear, I love this group of people, I really do. One doesn't work in conjunction with a group such as all of you without realizing the power of your personalities and the power of your passion, the power of your ability to make a difference. I am very grateful for that and our friendship will grow as I transition into my new world.

I want to comment to the two new trustees. They announce that I leave; there is not "cause and effect", I just want you to know that. To our two students honored today, that's what we are about. In the end, it's not about this moment, it's about the fact that we create this moment and we create many moments for so many people. The opportunity that exists there is just extraordinary. Aren't they wonderful? We just cherish those.

To my faculty colleagues. Charles Atkinson is a wisp of a man; wonderful guy. Anyone who deals with chants is not big anyway. He is not playing football as you can imagine. The day we were going to hand him his award, I am driving along and I am talking on the telephone. Actually, I am talking on two telephones and there is this little guy that runs out in front of me, right in front of the music school. I slammed on my brakes. This is the day I was going to give him the award and all of the sudden I realized it was Charles and I thought this is wonderful, we give him the award and I kill him at the same time. Then Randy has been my friend for a long time. That issue of low light, I am going to turn off the damn lights.

Today has been a learning moment for me, I can assure you. It's not easy to go through a transition. It's not easy to do what I am doing. It's not easy to do what you are doing. It's not easy for all of us to do this together. For the love and appreciation I have is important.

I was just thinking Monty, I remembered this was your first meeting six years ago. I was sitting right where Steve Gabbe and Randy are six years ago right in this very room. It was announced that the prodigal son had returned. It was one of the most moving days of my life. Let me just say that. I have the recording of it and every once in a while I look at it just to remember that very special moment in my own life. My daughter and my son-in-law were there sitting right where Steve and Randy are. Many of you were there.

My life, and the rhythm of my life, has changed a great deal. There have been profound personal losses and there has been absolute joy, of course with the birth of my granddaughters. The one thing, and this is the thing that I think is most important for everyone to hear from me that has been a rock in my life, is this university. The one constant has been the people that I represent, the people I work with every day, our students, faculty, our staff, the more than 500,000 alumni and the 11.6 million Ohioans. Thank you for making that note Ron I appreciate it, whom I have served and will continue to serve in the very best way I possibly can as we all move forward.

Being a university president is a challenge under any circumstance. Also, it is one of the most energizing and engaging positions in the world. I have worked with brilliant and inspiring people on the most critical issues of our time. That has been a calling and I often say that being a university president at The Ohio State University is not a responsibility, it is a calling and I cherish every minute of it.

There has never been a day that I have woken up with a heavy heart. Each day has been an opportunity to flourish and marvel and grow. Each day has just been an enormous gift to me.

We as an institution have much to celebrate. Few universities have built such a tremendous platform for a bright future; academically, financially, culturally, socially. We are now able to allow the seeds we have all planted to grow. That has been done, and I am so glad what Jeff had to say, that has been done with tremendous partnership with our Board.

I told the Board a few days ago and I want everyone in this room to hear this. We cannot be a great university without a great Board and I want you to know that we have a great Board.

We cannot also be a great university without the leadership that exists in this room and beyond. We are blessed to have one of the most talented administrative teams in the country. We cannot be a great university without a faculty that is world class, and they are. They are truly world class. Our work cannot be done without an extraordinarily talented and committed staff, wonderful, wonderful, wonderful people.

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And then, I just simply have a love affair with the students; these fabulous students. These 65,000 are the most interesting, creative, energetic, forward-thinking, and thoughtful young people on any campus.

And so for me, this is a moment to celebrate. Together we have elevated the university in extraordinary ways, truly moving from, the term that I use Gil, excellence to eminence and that is absolutely the way that we are now.

I also want to recognize that this institution belongs to everyone, but I want to make a point. This is Mr. Lincoln's university. I hope none of us will ever forget that. It belongs to the citizens of Ohio and all 88 counties in this state.

As part of our land-grant heritage, and I want to underscore that again, as part of our land-grant heritage, Ohio State is committed to improving lives and enriching communities. And as a modern land-grant university, and Brent and I just talked about this about a week ago, Ohio State has a global mission as well. We are not only world-class; we are also a gateway to the world. We make a difference every day; from small towns to big cities, from rural Ohio to rural India. We, every one of us in this institution, have a legitimate stake in the future of this world.

When I returned to the university in 2007, I said this is Ohio State's time to be a beacon for higher education, and to make a difference in the lives of people around the world. I still believe that. Now I believe it is Ohio State's responsibility, and I want to underscore that.

The university is rising to its land-grant purpose and making tremendous progress. None of which would be possible without innovative and collective efforts.

First of all, I want to thank my friend, the Governor. I want to thank our state legislature that rises above, and this is literally the truth because I work with them so often, partisan politics when it comes to higher education, and is legitimately concerned about the future of this state and its children.

And I want to thank the people of this community, this great Central Ohio, this great Columbus community, who have been so embracing of me and continue to be so. Ohio embraced me in 1990 when this foreign element came in from Colorado and I began my first term. I was surrounded by love in 1991 when my wife Elizabeth died. In 2008, when my son-in-law Alan was killed and my daughter nearly died and lingered near life and death for six months, I cannot imagine being anywhere more caring or supportive.

My ties to Ohio State and to Ohio are deep and strong and very meaningful to me.

So, I have been asked this question a lot, what does the future hold for me? I am retiring from the presidency. We have a fine interim leader, a man in whom I have tremendous respect and affection, my dear friend Joe Alutto. And because this is the best job in America, and I believe this, we will now attract a remarkably capable new president.

My role in this transition is to be of any possible help I can be to the institution and certainly to Dr. Alutto. I will begin to reenergize and refocus and return to writing and research and conversations about public policy, the issues that Dr. Cloyd just talked about. I think that we can be a national leader in many of those things; a gift you have given me for which I will be forever grateful.

I also am starting to realize that as the telephone calls of business start to slow down, and they already have, the calls of balance and opportunity will begin to increase.

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Have you seen those photos of my grandchildren? If you haven't, take a look at them. They go to my heart. I am going to become a better father, a better partner, and a better friend.

That is my comment Mr. Chairman.

When I came and got a standing ovation, I said the last time I had a standing ovation is when I told the people of Brown I was leaving. Now I get another one when I tell the people of Ohio State that I am leaving. There is some symmetry there as a matter of fact.

I appreciate that and I appreciate all of you so much.

Mr. Schottenstein:

Gordon, I remember as if it were yesterday when you did stand in this room and said a number of things. You said this is Ohio State's time. The way you said it, it made the hair on my neck stand up because I thought to myself, he is right. You have made it so and it remains so.

You also said something else, that you have lived like no person any of us have ever met and that is you want to put students first. It occurs to me that in many ways putting students first is what your presidency has been about. It also occurs to me that students just don't start at the age of 18. You become a student almost the day you are born. Thinking about what we could do for you today to help you put students first, we have some parting gifts. I think with this first one, you more than anyone can put two of the most special students first on the face of this earth as far as you are concerned. There is a scarlet and gray twin stroller coming in here.

President Gee:

That is perfect. Is that for me or my twins?

Mr. Schottenstein:

That's for you to push those students first.

President Gee:

Thank you.

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## **COMMITTEE REPORTS**

Mr. Schottenstein:

There will be other opportunities for us to do some special things as well.

Getting back to the agenda, at this time we will hear our committee reports. The first is our Advancement Committee, chaired by Linda Kass and Gil Cloyd. Linda.

Mrs. Kass:

Thank you Bobby. Hard to follow all this but I will get us back into our committee agenda here.

The Advancement Committee met yesterday. The committee has a new committee member, our new Trustee Brent Porteus. We look forward to him joining us at our next meeting.

Mike Eicher provided a report on our development activities and I would like to cover a few highlights. While our written report of fundraising activity and that's our gifts and pledges, took us up through April 30<sup>th</sup> of this year and showed us on budget and tracking well within our timeframe, our May results which Mr. Eicher provided looked even better. To remind you, our fiscal year 13 fundraising goal is \$360 million and as of May 31<sup>st</sup>, we have raised \$336 million and that's 93% of our goal within 92% of the time elapsed. We are on target to reach this year's goal and 11% ahead of last year's fundraising efforts.

Philanthropic receipts, which are cash receipts, total \$265 million; down 9% from last year and that's due to decreases in private grant support. Mr. Eicher, Mr. Chatas, and Dr. Whitacre continue to look at ways we can build our effectiveness and results in this area. Our committee plans to examine this in more depth at our August meeting.

We also discussed the status of our "But for Ohio State" campaign, which as you know has a \$2.5 billion goal to reach by June 2016. With \$1.56 billion raised through the end of May, we are at 63% of the goal and ahead of the 59% of the time elapsed into the campaign. This is quite strong. Although, we are not raising as much for student support as we would like, we expect to bump that number up through a number of efforts including the Ohio Scholarship Challenge, which I will speak about in a moment.

We are doing very well in gifts of \$100 thousand to \$1 million but somewhat behind our campaign targets for principal gifts. These are contributions of \$5 million or more. Mike Eicher recruited a new Vice President for principal gifts, Sara Rubin, who joins us later this month and will lead efforts to increase the number of principal gifts at Ohio State.

I would also like to commend Mike Eicher for his outstanding leadership since arriving here just seven months ago. There is a lot to do but the work is in very able hands.

I also want to recognize charter Trustee, Corbett Price who made a generous \$1 million commitment to the president's discretionary fund, one of 27 named endowed funds to be established through your approval of the University Foundation report. That report is item eight on the consent agenda.

We have three naming's we are recommending for approval on the consent agenda and they appear as items 9, 10, and 11. They include the main lobby of the new James Cancer Hospital which will be named the JEGS Foundation Lobby thanks to a generous gift by the JEGS Foundation and the Coughlin family. We also ask your approval for the naming for the proposed Interdisciplinary Graduate Education Technology Entrepreneurship and Commercialization Program as The Langdale Academy for Technology Entrepreneurship and Commercialization. Finally, for the pavilion in this building, the Longaberger Alumni House, as we know the home of The Ohio State University Alumni Association, as the Archie and Bonita Griffin Pavilion.

We had several items for discussion. The first of which was the Advancement scorecard update. As you know, we have three metric areas: awareness, engagement, and financial. We are overall on track with our financial metrics although we question the methodology of one of our two financial measurements. Awareness and engagement are very new territories for us and we always anticipated that these particular metrics would need to be adjusted because we want

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to ensure that we are measuring the right things and using the correct methodology that will drive our success.

Following some input from the committee, the staff will be revisiting our existing scorecard metrics and will report back to the Advancement committee in August on their work.

We are making excellent progress as we execute our plans to create a unified institutional visual identity. Melinda Church and Jacquie Aberegg have established a large and effective brand identity guideline team working across the university and have developed architectural guidelines that provide consistency for the units. Our brand guidelines website recently launched complete with templates for print and presentation materials. Web and social media templates will be online in July. Initial units identified for conversion to the new logo, the block O that we talked about earlier, will transition by June of 2014 as planned. We received an update on athletics. Notable is that the new logo will be introduced on uniforms and jerseys next spring.

I want to complement the marketing team and point out that this effort has been a model in stewardship and collaboration. The pace has been steady and thoughtful. The overall visual identity should be completed by the fall of 2014. The other part of our identity work, the messaging aligned to our overall institutional positioning statement, is beginning and I think by the end of the year, we will start to see some good progress on those.

I referred earlier to the Ohio Scholarship Challenge. Dolan Evanovich made a presentation to the committee on this new model program and then the committee spent considerable time discussing our student scholarship fundraising efforts given how important these dollars are to support financial aid for students.

Our Ohio Scholarship Challenge targets scholarship support across all 88 counties. Scholarships are portable, that means they follow the student from one of our campuses to another and are transferable between majors and disciplines in case a student would change majors. The Ohio Scholarship Challenge is a true advancement initiative; it involves administration, staff, and volunteers from all campuses, the Alumni Association, the 4-H extension offices, the Office of Enrollment Services and Student Financial Aid, University Communications, and the Department of Athletics. In fact, honorary co-chairs are Thad Matta and Urban Meyer.

The committee discussed ideas to try to target high schools within each county to leverage social media technologies and think about this scholarship challenge opportunity as a sustainable way to not only increase gift giving, but to enhance long term engagement with an awareness of the university.

Finally, the committee plans to feature notable advancement efforts occurring at the college and unit level across our university at future meetings. It was felt we could all learn and expand our overall success from this kind of sharing of best practices.

That concludes my report Mr. Chairman.

Mr. Schottenstein:

Excellent report. Any questions of Linda?

Yes, Ben.

Mr. Reinke:

I briefly wanted to say something about the Ohio Scholarship Challenge which is a wonderful new endeavor. Not all of the details are hammered out but one of the great opportunities that we discuss is the ability to use this to connect to people's roots; either maybe in a local way, in a city or high school, but to also think about the way that the counties connect to our land grant mission and the fact that the counties represent the diverse body of our state. That meaning although about half of the population lives in Cleveland, Cincinnati, and Columbus; the other half lives throughout the state and has varied backgrounds depending on the school district that a student might come from. This gives a wonderful opportunity for us to find great students and provide them a scholarship no matter what area of the state they came from. I would like people who are considering to donate to think about doing this, in the words of President Gee, in the name of Mr. Lincoln's university, to try and provide that access to students who might not otherwise have that opportunity.

Mr. Schottenstein:

Any other comments? Thank you again Linda.

Alan, Medical Affairs Committee

Mr. Brass:

Thank you Mr. Chairman. We had a busy Medical Affairs committee. I am going to try to follow the five "b's" Clark, very quickly here. I loved it by the way. You are now in my quote book.

Yesterday, we went over our scorecard which we start off our meetings with all the time. The good news is we are green. Without going into all of those details, our construction program, our development program, our patient care, and our patient satisfaction are looking fine.

Dr. Gabbe presented yesterday all the new recruits this year. I have to tell you that list goes on and on with the number of superstars we have brought in to our university from all over this country. It is a very strong list. We are recruiting three very key positions right now that I would like the Board to be aware of: one is a new chair of pathology, one is a new chair of orthopedics, and one is a new chair of Department of Pediatrics at the Nationwide Children's Hospital. That of course is a collaborative recruitment. Those three are very critical.

Our new healthcare law goes into full effect January. Remember, we are on an academic year so our new budget will start July 1 and carry us to June 30<sup>th</sup> and halfway through this year the full effects of the healthcare law really become implemented as we go forward this academic year. One of the criteria in the law from the federal reimbursement is that each community and very specifically each hospital must come forward with plans as it relates to improvement of health for their community. The way Columbus has approached it, and Ohio State being part of that, is all four healthcare systems have gotten together. They have done a very thorough review of the needs analysis of the community and out of that, our medical center at The Ohio State University has chosen three areas that we will be concentrating on as it relates to health improvement: high risk pregnancy and infant mortality is one, access to care will be two, and the third will be high risk screenings specifically for cancer. Those three you will hear more and more as we go forward over the next number of years.

Our financial scorecard; bottom line without going into all of the details, is we are 17.8% ahead of budget as it relates to revenue over expenses. We are 44% above where we were last year. We have had an extremely strong teaching, research, and



clinical year. We are not done yet but I can tell you we are going to have a very strong year with a July 1 start of the new one.

I am very proud of Steve Gabbe and the leadership team and the faculty and all of our professional workers inside our medical center. If you track the last five, six, or seven years, it has gotten stronger and stronger and stronger. It's not that we don't have hiccups like NIH grants and a few other things, but when you look at patient satisfaction being the highest it's ever been, when you take a look at the number of patients, I can tell you seven years ago our strategic plan was about 500,000 ambulatory patients, the new budget called for 1.6 million ambulatory visits. What a growth curve.

Speaking of budget; 2014, we got some issues we have built in here that we anticipate happening. We anticipate with Medicaid and other state programs that we will have a reduction of about \$16 million next year; sequestration, another \$9 million. The Medicaid expansion program that we have tried to put through in the state is not there yet so we put nothing in the budget because we can't count on anything that would help us. Insurance exchanges go into effect, not to get into detail, but that is something we have to track very carefully as it relates to managed care changes, organizational network changes, and how patients will in fact be insured and come forward.

Good news, there is no charge increase in next year's budget. Again, no charge increases. We have to focus on control of expenses and we have to focus on being very flexible. This insurance law, a lot of it is unknown. We have got to be able to turn quickly if we need to.

Our capacity, we are at full capacity. As we sit here this morning, we have one step down bed and two med-surge beds available. We need our new tower to open. We need the expansion. The medical center in fact will then continue to be able to grow its revenue and grow its teaching and research missions.

On the consent agenda today is the final request for the \$82.5 million to complete our new tower. Remember, it's \$1.1 billion with \$100 million grant, part of that from CMS. Good news, we are finishing that project with 87% of all systems being from Ohio, which is good news. Our contingency is holding and I think we will be on time and on budget.

Good news on the consent agenda is there is a request for \$2 million which is the preparatory planning money for the new Crane Sports Medical Center Complex. It will be located on the athletic grounds. The good news is it will combine 16 different disciplines into this new center and will be able to help carry forward sports medicine for our community, for our teaching and research programs.

Also on the consent agenda is a neat idea that we are very fortunate to be able to implement. Our emergency room is at capacity. New emergency room addition is being built in adjacent to our old emergency room. Steve Gabbe and his team and the contractors have been able to anticipate completing the new emergency room ahead of schedule so that we can vacate the old emergency room, move in to the new emergency room, go back and renovate the old emergency room, and both of those will be finished and ready to be opened at the time the new tower is opened.

Now, what does that mean? To put it in the easiest perspective, it's going to take about \$4.8 million, it's going to come from capital out of the medical center, it's not part of the new project, but it will have 106 rooms in that new emergency room. There are many, many hospitals that are not this big, let alone their emergency room. It's a 106 bed emergency room. That's on the consent agenda.

Two additional things on the consent agenda. When we brought our faculty together with our faculty practice plan, we modified all of our bylaws and so on in order to accomplish that. We went back and are now updating all of the malpractice insurance variables that go with that and one of the things that has called for approval today is to also include, as it has been in the past but to make sure the language is correct, for the Pediatric Academic Association at Nationwide Children's since it is part of our Academic system and to allow others such as anesthesiologists and so on that are not pediatricians but are part of our faculty to be included in this system. It's a legal technicality but it requires Board approval.

The last is an expedited credentialing process. That's important. In between the Medical Center Board meetings, we need to make sure we continue to process credentialing. We have developed a program that has the checks and balances so that in between meetings, we in fact can process correctly various physicians and other allied health professionals that need to be approved for practice privileges.

Mr. Chairman, on the consent agenda, you have the 2013-2014 Budget, we have the Medical Center Expansion Project for \$82.5 million, we have the Crane Sports Medical Center which will cost a total of \$35 million but request for \$2 million today to begin planning, ER renovation at \$4.8 million, the Pediatric Academic Associate Practice Plan to be included in our programs, and the Expedited Credentialing Process.

Unless there are some questions, I tried to do the 5 "b's" Clark.

Mr. Schottenstein:

Yes, Dr. Cloyd.

Dr. Cloyd:

Thank you Mr. Chairman. Mr. Brass, I have two questions. The first one is relative to the community change that you referenced with the Affordable Care Act and you highlighted three areas that our academic medical center will focus on. The question I have, hopefully there is a simple answer; we are doing all three of those things today. What will be different, just in a 30,000 foot level? I would like to understand what difference that makes in the community. The second question is, this 106 emergency bed facility, how much of that is driven by immediate need versus regulatory changes now that lead to a lot more patient holding versus admissions that would of happened in the past?

Mr. Brass:

Let me take the ladder one and I will ask Steve to help with the first one as it relates to our community activity and access programming. As it relates to the emergency room, the demand curve in our forecast model is going to be pushing that more than anything, more than the law, Gil. The law should work by taking that number in reverse because as we go into population based medicine where, in fact, everybody has at-risk programming to keep people healthy and out of the emergency room. If that is successful, and there are some 300 accountable care organizations up and regulated already, as that continues to grow that should work the opposite on emergency room medicine. Ours is coming from just the demand side of our curve as we grow our faculty, as we continue to grow as it relates to ambulatory care, and obviously market share.

Steve, help me with the first one, would you please because you really did a wonderful job in the community presenting all of this.

Dr. Gabbe:

Thank you. One area that Mr. Brass mentioned was infant mortality which is largely related to prematurity. We have in Ohio one of the highest infant mortalities in the country unfortunately. Especially higher even in Columbus, again, it's premature birth.

What are we doing? Two of our faculty, Dr. Art James who we brought from Kalamazoo, Michigan who brought infant mortality down there and Dr. Pat Gabbe are leading several efforts. They are working with the state; they are working with the Columbus Health Department and with the Ohio Hospital Association to facilitate early entry into prenatal care, to make sure women who have had prior pre-term birth are getting progesterone treatment which reduces pre-term birth. This is a very broad effort to improve infant mortality through reducing pre-term births. There will be some dollars in the state budget to support this.

For cancer screening, we are expanding our demography access. We are bringing in a new leader, and we will tell you about him at the next Board meeting, in gastroenterology who will expand colonoscopy screening and very importantly Dr. Caligiuri and his colleagues through Pelotonia funding have launched a 42 hospital across the state screening program for colon cancer based on a genetic test that was developed by Dr. Albert de la Chapelle at the James. This is funded by Pelotonia and will significantly reduce the risk or identify those at greater risk for colon cancer as well as endometrial cancer.

In terms of increasing access, we are restructuring how we schedule our appointments, right now our no-show rate is too high. We are focusing on making the best use of the physicians and nurse practitioners we have. We have opened one nurse practitioner led clinic at East with Dr. Bern Melnyk and will be opening others. We are also going to be very involved in the new community health center in south Columbus. Those are some of the things we will be doing.

This is additive to what we have already been doing.

Dr. Cloyd:

Very helpful. Would I be correct then in thinking that the first two added costs to the university would be underwritten by either state support or philanthropy and the second and the third where we will have to think about operational types of revenues to cover expansions that we have.

Dr. Gabbe:

Exactly. You are absolutely right.

Dr. Cloyd:

Thank you.

Mr. Brass:

Steve, our nurse physician home program as it relates to chronic care patients, do you want to mention that real quick because this fits into this and it's a new program for us.

Dr. Gabbe:

We started a new program being led by Dr. Neeraj Tayal who is the new head of General Internal Medicine working with Dr. Andrew Schamess who we recruited from

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Massachusetts, working with nurse practitioners; they are going to the homes of patients we identify who are at the greatest risk to require a return to our ED or readmission after they have been hospitalized because they have multiple chronic medical conditions. They are actually making, what we all remember, home visits, making sure they have their medications, making sure the home environment is safe, making sure they have nurse practitioners coming to see them. It's early in its development but we are very encouraged by what we are seeing, especially for patients with heart failure.

Mr. Brass:

Thank you Steve.

Mr. Schottenstein:

Any other questions for Mr. Brass? Thank you again Alan.

Mr. Brass:

You are welcome.

Mr. Schottenstein:

Judge Marbley, Audit and Compliance.

Judge Marbley:

Thank you Mr. Chairman. The Audit and Compliance Committee met yesterday. We began with the presentation from Mr. Gates Garrity-Rokous who is our Vice President and Chief Compliance Officer. He reviewed Office of Compliance and Integrity's work on compliance planning and issue response including the status of these processes and the target dates for the implementation of the issue response system.

Mr. Garrity-Rokous also noted that the office's annual compliance plan will be shared with the committee at the August Board meeting. I can tell you Mr. Chairman that one of the centerpieces of Mr. Garrity-Rokous' work is to foster a culture of compliance institution wide. He has met with the heads of various departments and units in an effort to begin this process. He has a COO, Mr. Christopher Glaros who is also working alongside him to do that and they are off and running. It has taken root and it is doing what we envisioned when that process began with your chairmanship of that committee.

We next heard from Mr. Rick Stover who is a partner at PricewaterhouseCoopers, the accounting firm. Mr. Stover provided an update on the status of the university's external audit and noted that all 2012 audits have been cleared through the state auditor's quality review process and that there are no issues to date. Further the interim work has begun for fiscal year ending June 30, 2013 and his team has begun planning for fiscal year 2014.

After hearing from Mr. Stover, the committee convened into executive session to consider matters required to be kept confidential by federal and state statutes and to consult with legal counsel regarding pending or imminent litigation.

Finally, one of the more important matters that we undertook yesterday was to welcome Ms. Stacie Seger, our new undergraduate student trustee and we are excited to have her join us and look forward to her contributions over the next year.

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I will note Mr. Chairman that we advised all committee members that our August meeting will be pretty much consumed by the audit report that Mr. Stover will give and I am sure that many of you are looking forward to that as we go forward with our audit report to this committee in August.

That concludes my summation of Audit and Compliance Committee meeting.

Mr. Schottenstein:

We will look forward to it. Are there any other comments for Judge Marbley?

Thank you. Alex Shumate, the Governance Committee report.

Mr. Shumate:

Thank you Mr. Chairman. We have two items for action by the full Board; number four and number five on the consent agenda.

The first is the Ratification of Committee Appointments for 2013-2014. As we have noted earlier, there are new members to the Board who have been added to the various committees of the Board, Brent Porteus, Stacie Seger, and Janet Box-Steffensmeier have been added to Academic Affairs and Student Life, and there are other adjustments as well. I would also note that with the departure of two of our Trustees at the April meeting that we have three new vice chairs: Janet Reid will become Vice Chair of Academic Affairs and Student Life, Michael Gasser will become Vice Chair of Audit and Compliance, and Tim Smucker will become Vice Chair of the Governance Committee. We recommend unanimously the adoption of this particular item.

The second major item that we discussed in our meeting yesterday, is the recommendation that we adopt the governance framework for the new Ohio State University Wexner Medical Center Board. This item has been fully discussed by Medical Affairs as well as the Governance Committee and at each of your places around the table, you should have a copy of the updated and revised recommended framework that focuses on membership, officers, committees, and duties and responsibilities. Again, we unanimously recommend this for adoption as well.

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#### **APPOINTMENT OF INTERIM PRESIDENT**

Mr. Shumate:

Mr. Chairman, another matter of Governance that I would like to bring fourth is the appointment of Joseph A. Alutto as our Interim President. In order to ensure a seamless transition in the leadership of the university I propose that effective July 1, 2013 and until such time as the Board names a new president, that Joseph A. Alutto be named Interim President of The Ohio State University and I so move Mr. Chairman.

Upon motion of Mr. Shumate, seconded by Judge Marbley, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Brass, and Mr. Schottenstein.

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Mr. Schottenstein:

Thank you. Joe, on behalf of the entire Board, thank you. We have every confidence that you will provide the stalwart service that you have always provided to this university. I echo what Mr. Shumate just said and what has been said by many others here, this week in particular and with Gordon and his remarks, just about the extraordinary service you've provided this university and how confident the Board is that we are in very good hands. We all look forward to working with you and we congratulate you on this moment.

We congratulate you are well Carol. It's great to have you here.

We will continue with our committee reports; Dr. Wadsworth, Academic Affairs.

Dr. Wadsworth:

Thank you Mr. Chairman. As Alex Shumate mentioned we welcomed Brent, Stacie and Janet to our committee and also Janet Reid as our vice chair. We have some new energy and we appreciate that.

We started off with Dr. Alutto and went through a number of formalities. Some of them are quite important but I am not going to go into detail. They are all on the consent agenda regarding *Rules of the Classified Civil Service, Rules of the University Faculty*, endorsing a number of routine personnel actions and approval of degrees and certificates for the summer term. Those are on the consent agenda.

We had two presentations. The first was by Vice Provost William Brustein and he discussed the uses and benefits of the new international student surcharge. You will remember that we approved this at a prior Trustee's meeting. This is a charge of \$500 per semester for all new international undergraduate students starting in autumn 2012 and will be phased in over the next several years. I will note that the university is host more than 6,000 international students compared to 3,600 five years ago. That's a very impressive increase in the number of students coming to this country. There is recognition that there are a variety of ways in which we need to help people as they enter the United States, supporting them through academic and service oriented programs.

The first example is a six to eight week intensive language course before they come. I thought for a moment that was something I might have benefited from when I first came to the States. There is a pre-departure orientation in China to prepare Chinese students to begin their education here, an airport welcome program and a comprehensive orientation to the Columbus campus. I just reflect on the fact that if you go to Asia and you imagine landing to start a study somewhere, the complexity of that. I think this is a great program to meet people when they arrive, make sure they understand how to do the things that we just take for granted that may not be so obvious. That's one of the major uses of this program.

There are some portions of funds that will go to study abroad scholarships, in some cases to prepare our faculty to understand what it is like in these other countries so that they can better understand how to receive people into the US. That's something that we looked at. There is a comprehensive evaluation program being put in place to make sure that we're meeting the needs that we are expected.

The second presentation was by Dean David Williams of the College of Engineering. In a sense, that first one was on the student life part. The second is the academic affairs part where we are doing deep dives into various schools. The College of Engineering gave a very interesting presentation.

They ask the sort of questions I believe world leading universities should be asking. For example, where can the College of Engineering lead the world? What is a 21<sup>st</sup> century College of Engineering look like, how is it different from what it has been in the past and what it is now? How are things changing going forward and how is this university positioning itself?

There are some huge changes particularly in how research is being funded, what the priorities of the country are in technical areas, how can you get ahead of those and not be trailing. How do we continue to recruit and retain the very best talent in a very competitive market, an international market? We heard some very good ideas in all of those areas. I think we all felt we are seeing a very aggressive agenda. I mentioned earlier in my comments to Gordon that it is very thrilling for me to see the university go out into Ohio and engage in two of the most advanced manufacturing areas in this country and start putting people and programs in place. The research funding in this country at the state and federal level, a good day is if it is flat. Three quarters of the R&D done in this country is done by industry. It is not by federal government or local government. Engaging with industry in the right way, not to just be doing what industry wants, but to understand the future problems of our major economic drivers in this country is paramount. That's what is happening.

The three areas that are being highlighted are manufacturing and transportation, hence the interest in working with Honda and GE Aviation. The second is the one we have heard a lot about, Data Analytics. This university is in great shape to look at big data issues. The third, which is really exciting, is the engineering and medicine interface. We have got such a strong medical component here. It makes all the sense in the world to figure out how engineering and medicine combine. Towards that end there is a plan for a \$28 million center for electron microscopy. A lot of that money is already being raised. I will just say David Williams is a world authority on microscopy so we have got somebody who really understands that technical area.

That's the kind of investment that can really propel us forward. I think we all felt very energized by what we heard in terms of future prospects as we had in some of the previous reviews under this school. Generally speaking, we are seeing some very exciting plans and very great progress over the last few years.

That concludes my report Mr. Chairman.

Mr. Schottenstein:

Any questions? Dr. Cloyd.

Dr. Cloyd:

Thank you. Dr. Wadsworth, I am really very pleased to hear about this outreach to the private sector for funding. Can you spend a moment and say how Dean Williams is thinking about how that interfaces with what we are trying to do with the university. Do they put other people in place in the Engineering College, how will that work?

Dr. Wadsworth:

It's obviously quite complicated but let me say what it isn't. This isn't a case where industry is telling us what they want to do in a specific way in terms of undergraduate teaching and so on. This is a partnership where we are actually placing faculty and students, at least some of the time, in their facilities. I think this is a very advanced and appropriate thing to do. As I look into Europe with what has happened, the most advanced manufacturing center in the world, is a place that is a remarkably diverse enterprise where there is industry merging with academia, with students, and with faculty. It's separate from the university physically but not intellectually, as they have expanded to grow. I think that is the model. How do we start to understand early on

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what the long terms are in the industry and how can OSU with its partners, position the university to anticipate and do the leading edge research that will meet the future needs of those industries. It's a complex system of people coming here, our people going there, but remaining true to the academic core of this university. This isn't work for Ohio; these are partnerships on very important technical areas.

Dr. Cloyd:

How do you see that within the university; the core people that will be responsible for helping to identify potential, private consortia or individual companies so that they can take advantage of this?

Dr. Wadsworth:

This is really indeed the job of the Dean and his senior team. It turns out that already, we work with 400 industry partners. This is a problem of prioritization and selection, not of attraction. It's really deciding which of those pieces have the largest impact, growth potential, and has beneficial impact to the university and the state and the industry. Those three that I mentioned of manufacturing, big data, and the marriage of the leading edge of engineering with medical research are the three that are really being picked and those are driving the partnerships.

President Gee:

You know that has always been a challenge for this institution. I will use another scale; the fact that we have over 400 signed protocols or MOUs with universities around the world. No one can manage that. That's like managing a series of love letters as I have told you before. As we refocus our areas into parts of the world, India, China, Brazil, Turkey, we are doing the very same thing. We are saying that we can't manage 400 but we can manage four or five or six. Therefore, the refocusing in the university of our skill, has made us a dominant player. Our skill also makes us a diffuse player. We are trying to take dominance into strategic initiatives. David Williams, of course, brings such a lively mind to all of this and has done this for a long time. We have a leader there who really can help in this interface and is doing a wonderful job.

Dr. Wadsworth:

You mentioned the trip he had done with you to Brazil.

President Gee:

Which was enormously successful. By the way, we forged a partnership with Embraer Air and now they are taking a look at a very strong partnership. Embraer Air is the great Brazilian aircraft company, we all fly on their tube jets. I think that this is just another example of some of the things we are doing.

Dr. Wadsworth:

I think also Gordon that there is this whole issue of how we reward different models of academic.

President Gee:

We talked about that yesterday.

Dr. Wadsworth:

Yes and I think the leadership that is being shown at this university is vital.



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President Gee:

I think that both the outgoing and incoming Provost, the dancing Joes as I call them, I think that they are very devoted now to have that as their next platform change; which is to develop, as I call it, multiple ways to salvation, reward structures that provide an opportunity to recognize those differences among a complex university.

Mr. Schottenstein:

Any other questions? Thanks Jeff. Finally, the Finance Committee, Mr. Jurgensen.

Mr. Jurgensen:

I am going to try this out Clark. Yesterday, the Finance Committee met. We talked about money. All the money that we thought would come in came in. All the money we planned to go out we spent. All the money that is left over is invested wisely.

Mr. Schottenstein:

May I entertain a motion to have Jerry remain the chairman of the Finance Committee? By acclamation...

Mr. Jurgensen:

We did have just a couple other things and I will be just as brief but we need to hear more about this. Because of the interplay with Jeff and Gil, what I was thinking about while the two of you were talking, is we did have a presentation yesterday from Brian Cummings on all the technology commercialization efforts that are going on at the university. I think that underlies a little bit what Gil was talking about. I would say that we are off to a very good start in that office. There has been tremendous student reaction to it; over 900 students have been influenced by the I.C.E. (Innovation, Commercialization, Entrepreneurship) program. The money flows in and out; they are starting. This is a long tailed process as much as anything; it involves a pretty significant cultural change in the university. It is not just like turning on a light or switch or saying yeah, we are going to do that and it happens. It is going to take some time. This also holds tremendous prospects for the university. Hunting back to Jeff's other comment about funding and how that is changing; this is an effort to demonstrate how the university can significantly operate on its own generation of funds flow.

There were nine items on the consent agenda. Numerous colleagues have talked about them. Alex talked about all of the ones that relate to the medical center. Geoff Chatas, our CFO, did go over some things that I just wanted to remind you of.

Tuition increases for fiscal year 2014: there will be none, just like there is no pricing increases to the medical center; there are no undergraduate tuition and mandatory fee increases in the 2014 plan. The graduate tuition and non-resident surcharge will increase about 2%. There are proposed increases for course-based, learning technology and program fees that are not covered by tuition. Most of those will range from \$10 to \$50 per semester and are associated with increased lab and technology costs and expenses.

Geoff Chatas presented the fiscal year 2014 budget which is an all funds budget. What I mean by that, it's a comprehensive budget of both the academic side of the university as well as the medical center. This is the first time that we actually have gotten a full budget all at one time. It usually comes in pieces and parts because we have to consider the State of Ohio and their budget process; and we don't know what SSI (Supplemental Security Income) is when we do the other part and all these kinds of things. It has been Geoff's objective to try to bring this closer to budgeting

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process' that are really best practices. Yesterday he went over all the underlying assumptions that are built into the plan for 2014. Part of which is capital investment. He was augmented by Jay Kasey who took us through about \$143 million of new capital spending that will be in this 2014 plan. That's on top of about \$1.1 billion of some ongoing stage of being committed.

Two, on the medical center; the last \$82 million for the hospital that was talked about and the Crane Sports Medicine Institute. All of these are on the consent agenda.

We had two policy resolutions. One dealt with the establishment of the University Derivatives Policy. I can tell you all that we are not going to take the endowment and go out and bet red. This is really a policy to cover our management of interest rate risk. Primarily, most of what we are doing is very straight forward. We are doing it on well-established exchanges. We are doing it with credit worthy counter-parties and it truly is hedging. Just to repeat something I said yesterday, all derivatives trading involves basis risk. I am sure Mr. Porteus can explain basis risk to a lot of people because there is not a farmer in the country that hasn't dealt with basis risk their entire life. Our policy says we are only going to use derivatives to hedge; we are not going to speculate. Almost by definition, all derivative transactions are actually to offset speculations. It's a bit of a semantical thing but our point is we are not going to go out and create transactions in the investment operation purely with the motivation of trying to generate alpha or near term return. We are going to use it to help us manage an existing position which is obviously reasonable.

We have an annual thing that we must do; the Board must reauthorize our senior vice president to perform necessary financial transactions including buying, selling, assigning and transferring securities. We revisit this every year. It hasn't changed. The language is the same.

Mr. Kasey and Ms. Ready presented a resolution to enter into professional services contracts and enter into certain construction projects. We are going to add 2,500 new seats to the stadium. Gene guaranteed us that he would have no trouble selling those seats. We are also going to light the stadium although after our presentation today, I guess we have to go back and figure out what color those lights ought to be.

Mr. Schottenstein:

No we don't.

Mr. Jurgensen:

That's right, there are going to be red lights in our locker room and blue lights in the visitor's locker room, or no lights.

Then there was the medical center contract.

The final resolution will deal with some easements that we encounter in the ordinary course of business; there are two of them that Gordon will tell us about.

That concludes my remarks.

Mr. Schottenstein:

Thank you. Any questions for Mr. Jurgensen?

The consent agenda is now before the Board and I would like to call on President Gee to present it to the Board.

## CONSENT AGENDA

President Gee:

Today, we have a total of 23 resolutions on the Consent Agenda. Therefore, we are seeking approval for the following:

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### AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2013-90

Synopsis: Approval of the following amendments to the *Rules of the University Faculty*, is proposed.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on April 11, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix LI for background information, page [1085](#))

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### REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF THE OHIO STATE UNIVERSITY

Resolution No. 2013-91

Synopsis: Approval of revisions to Chapters 3335-73 and 3335-89 of the Ohio Administrative Code governing the university's Classified Civil Service related to leave policies and definitions of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the University, including employees in the Classified Civil Service; and

WHEREAS Resolution 2008-47, adopted by the Board of Trustees in November 2007 authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules was in June 2011, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to leave policies and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to streamline processes, enhance our efficiency and

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effectiveness, and provide more effective leaves policies and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective July 1, 2013.

(See Appendix LII for background information, page 1099)

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### **RESOLUTIONS IN MEMORIAM**

Resolution No. 2013-92

Synopsis: Approval of Resolutions in Memoriam is proposed.

BE IT RESOLVED, That the Board of Trustees approves the following Resolutions in Memoriam and that the President be requested to convey copies to the families of the deceased.

Charles E. Blakeslee

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 1, 2013, of Charles Emmons Blakeslee, Associate Professor Emeritus of The Ohio State University Extension Service.

Chuck was born May 17, 1910, in St. Johns, Michigan. He completed his Bachelor of Science degree in 1933, in Ag Education from Michigan State University and the MS degree in 1952, in Agriculture from The Ohio State University.

His Extension career in Ohio began on November 7, 1938 as the County Agricultural Agent in Jefferson County. On April 1, 1939 he moved to Pickaway County as the County Agent; on October 1, 1939 he moved to Carroll County; and on February 1, 1940 he moved to Jackson County. He became the County Agricultural Agent in Meigs County on April 16, 1940 and remained there until his retirement on January 31, 1974.

Mr. Blakeslee was recognized for his outstanding leadership in agricultural programming including teaching and promoting efficient methods of producing crops and livestock, organizing community development projects, working with youth and developing leadership in the community to promote the optimum use of the resources in the county. He was a member of the National Association for County Agricultural Agents and served on numerous Extension committees during his career.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Charles E. Blakeslee its deepest sympathy and understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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John C. Chambers

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 3, 2013 of John C. "Jack" Chambers, Professor Emeritus in the Department of Management Sciences at the Fisher College of Business.

Dr. Chambers received his undergraduate and master's degrees in Industrial Engineering from Ohio State in 1950 before going on to earn an additional master's degree and a Ph.D. in Operations Research from Case Institute of Technology (in 1958 and 1961 respectively). Before beginning his academic career at Ohio State, he had a long and distinguished career in industry, first as an engineer and then in the field of operations research in a variety of well-known firms including Ford Motor Company, Ernst & Ernst, Corning Glass Works and Xerox Corporation.

Professor Chambers joined the college as a lecturer in the fall of 1979 and became a full professor with tenure in 1981. Due to his many years in industry, Professor Chambers was able to offer an applied focus to his research and teaching in the area of operations research. He provided real world experience that bridged the gap between theory and practice. He also served as an excellent mentor to young faculty.

Dr. Chambers regularly published in highly regarded academic journals in the field of management sciences throughout his career, even before joining Ohio State as a faculty member. Professor Chambers retired from Ohio State on December 31, 1991 and was awarded emeritus status effective January 1, 1992.

On behalf of the University community, the Board of Trustees expresses to the family of Professor John C. "Jack" Chambers its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

George W. Collins II

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 12, 2013, of George W. Collins II, Professor Emeritus of Astronomy.

Astronomy was the love of his life for George. Even as a boy his philosophy was not "if I become an astronomer," it was "when I become an astronomer." He had tremendous respect for his Scotch Presbyterian heritage and as sure as he was that he was going to be an astronomer, he was sure that he would attend Princeton University.

When George enrolled at Princeton in the fall of 1955, two giants of 20th century astrophysics, Martin Schwarzschild and Lyman Spitzer, were on the faculty. As far as tutelage was concerned, George started at the top. In 1957 he worked as a student assistant to Schwarzschild on Project Stratoscope, which observed the sun with a telescope carried to high altitude by a balloon. The results confirmed that heat in the solar atmosphere was transported by convection. Working with Schwarzschild, a leading authority on the structure and evolution of stars, essentially set George's intellectual directions. One was in the pursuit of understanding how stars in gravitationally bound binary systems and those undergoing rapid rotation would deviate from isolated, static stars in their structure and evolution. His senior thesis at Princeton (the senior thesis was Waterloo for many Princeton students over the years) was on the subject of binary stars. The other direction was toward the use of electronic computers to numerically model stars, particularly rotating stars. Princeton was the home of John von Neumann, a mathematician and physicist without peer who pioneered the architecture of electronic computers. Princeton researchers, including Schwarzschild, were among the first to employ electronic computers in their calculations. George, although only an undergraduate physics student, was quick to

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see that the electronic computer was going to be the principal tool of the future for calculation.

In 1959, not too long after his enrollment in the Ph.D. program at the University of Wisconsin, George and his classmates in a stellar structure and evolution course were charged with the problem of constructing a numerical model star. Most of the students followed tradition, using mechanical calculators. George decided to use the University IBM 650 to make his star. This meant learning FORTRAN to program an electronic computer and learning the numerical analysis needed to use electronic computers. By the end of the term, George had established himself as the department computer guru to whom not only students, but, faculty as well, went for advice.

One of the faculty who recognized the utility of George's presence was the Department of Astronomy Head, Arthur Code. Code had recently established the University of Wisconsin Space Astronomy Laboratory (SAL) whose goal was to design and build a general purpose Orbiting Astronomical Observatory (OAO) with special capability in the ultraviolet region of the spectrum. George was a frequent visitor to the lab and helped out with many of the numerical calculations required by OAO.

His mutually rewarding relationship with Code was furthered by their shared interest in stellar structure and evolution. It was Code who taught the course on the subject and who assigned the task of computing a model star. At the University of Chicago, Code had been the Ph.D. student of S. Chandrasekhar; Chandrasekhar and Schwarzschild were the world's top guns in the study of stellar structure and evolution. At Wisconsin in the person of Code, George again worked with a teacher of great ability and stature just as he had at Princeton.

Code wanted George to do a Ph.D. thesis under his supervision, but he was so burdened with running the department and the SAL that it was decided that Robert Bless, added to the faculty to bolster the OAO project staff, would be George's thesis advisor. George received his Ph.D. in 1962, only three years after he matriculated at the University of Wisconsin. Upon graduation, George stayed on at the University as an Assistant Professor with a joint appointment to the Department of Astronomy and the fledgling Department of Numerical Analysis.

In 1963, George came to the faculty of The Ohio State University's Astronomy Department, where he was the first to specialize in theoretical astrophysics. He was a renowned teacher in undergraduate courses, earning a reputation as a demanding but fair professor, and he could be most gracious when students or colleagues needed assistance. He guided the Ph.D. dissertations of nine graduate students and mentored many more on theoretical astrophysics. His ability to solve challenging mathematical problems was legendary. George served on the Green Ribbon committee to help contain the campus riots in 1970 and wrote the computer code still used in the Astronomy Department to scramble questions and answers for exams in introductory courses. He wrote books on stellar astrophysics, the Virial Theorem, numerical methods and data analysis, and celestial mechanics. He authored more than sixty research papers, many on the subject of stellar rotation, but others on such widely ranging topics as SS 433, polarization of starlight, exploding stars, and Indian pictographs. Besides serving on many committees within his department, George was on committees in the college (e.g., Centennial, Curriculum, Research, Computing Resources, and Long Range Planning) and university (Academic Misconduct, Instruction and Research Computer Center Advisory Board, and Arts and Sciences Senate).

George's contributions extended well beyond the university. For many years he led Boy Scout troops on extended canoe trips through the Boundary Waters and Canada's Quetico Provincial Park, receiving the Silver Beaver Award from the Boy Scouts of America for his service. Countless young men benefited greatly from these experiences in the wilderness. George was a renaissance man, who enjoyed discussing finer points

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from musical performances to current events. Many times he emphasized that a Ph.D. degree was a doctor of philosophy, and recipients of the degree should be broadly educated with wide interests.

Following his retirement from Ohio State, George continued contributing, joining the faculty at Case Western Reserve University while participating extensively in the Cleveland Astronomical Society. For his intellectual encouragement, inspiration, and outstanding lectures, the Society awarded him the first J. J. Nassau Service Award.

His diversity was not only a product of learning from great scientists possessing extensive knowledge but from his inherently fertile mind. All who taught him, worked with him or studied under him learned from George. He was a unique and learned man.

On behalf of the University community, the Board of Trustees expresses to the family of Professor George W. Collins II its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Robert S. Crawford

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 30, 2013, of Robert S. Crawford, Associate Professor Emeritus of The Ohio State University Extension Service.

Bob was born March 23, 1933, in Science Hill, Kentucky. He completed his Bachelor of Science degree in 1955, in Agriculture from the University of Kentucky and the MS degree in 1972, in Agriculture from The Ohio State University.

His Extension career in Ohio began on March 1, 1958 as the County Agent in Lawrence County. He remained there until his retirement on December 31, 1988.

Mr. Crawford was recognized for his leadership in agricultural programming as well as for working with the 4-H youth in Lawrence County. He was a member of the National Association for County Agricultural Agents and served on many Extension committees during his career.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Robert S. Crawford its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed in the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Donna Jeanne Browder Evans

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 27, 2013, of Donna Browder Evans, Dean and Professor Emerita of Education in the College of Education.

Donna Browder Evans, a product of the Columbus Public Schools, entered The Ohio State University as a young African American woman during a time of societal transition. Blocked from becoming a history teacher because jobs for minority teachers in that field were limited, she enrolled in elementary education. After graduating with a Bachelor of Science degree, she taught in a segregated school, gaining the respect of fellow teachers and the Columbus community for her dedication to her pupils.

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She then graduated with a master's degree in school counseling and helped establish the first formal counseling program for elementary-age students in Columbus Public Schools. She went on to earn her Ph.D. in counselor education, human growth and development, and educational administration. After serving on the faculty and administration of the University of Maine and Skidmore College, she was dean at Wayne State University, the University of North Florida and Old Dominion University. When she returned to Ohio State in 2000, she brought with her energy and a commitment to building community. During her tenure as Dean of the College of Education, she accomplished significant goals that provided a foundation for continued growth and advancement.

She was especially proud of the 2004 commemoration of the *Brown versus Board of Education* court decision, which reminded the university and wider community how many doors were opened for learners of every background. As an African American educator, she was a community leader during that time of transition. And 50 years later, Dr. Evans ensured that the college used its energy, diligence, and passion to renew its commitment to issues of equity and diversity.

Dr. Evans considered the University Teacher Education Coordinating Committee a crowning achievement during her term. The committee established collaboration among Ohio State's many teacher preparation programs.

Among her other achievements was fulfilling the dream of making the Charlotte S. Huck Professorship in Children's Literature a full-time, tenure-track position. The college established the Office of Outreach and Engagement, which answered a huge need in schools by enrolling 8,700 in-service teachers in 367 professional development courses. The Ohio Collaborative educational policy initiative involved the entire college and university system in the state of Ohio.

And the Literacy Collaborative, funded initially by the Jennings Foundation, continues to aid school districts nationwide in the critically important effort to ensure all students are fluent readers and writers.

On behalf of the University community, the Board of Trustees expresses to the family of Dean Donna Browder Evans its deepest sympathy and understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and it is directed that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Kenneth M. Hanson, Ph.D.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 16, 2013, of Kenneth M. Hanson, Ph.D., Professor Emeritus of Physiology in the College of Medicine.

Professor Hanson earned Master's and Doctor of Philosophy degrees in Physiology from the University of Indiana Medical Center at Indianapolis. He began his academic career as a teacher and research scientist in physiology at the University of Indiana prior to his appointment as Assistant Professor in the Department of Physiology in The Ohio State University College of Medicine in 1966. His promotion to professor occurred in 1976 and was based on scholarly research productivity in cardiovascular and gastrointestinal physiology, outstanding teaching skills and service in his department, college, university and the local and national community. He taught human systems and organs physiology and cellular physiology to medical students, allied health students and students enrolled in The OSU College of Nursing for more than 26 years before retirement in 1992. Professor Hanson was recognized as a dedicated and inspiring teacher, who consistently strived to remain up-to-date in the scholarly advances in his field as they related to medicine and health. His laboratory research in



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cardiovascular physiology is widely published with graduate students as coauthors. His research laboratory made available leading edge investigative opportunities for multiple graduate students to pursue advanced degrees at OSU.

Professor Hanson served the local medical community in roles as expert consult in testing and interpretation of symptoms associated with motility disorders of the digestive tract. For about 15 years, prior to his retirement from OSU, he made weekly visits to the Gastrointestinal Division of Grant Medical Center in Columbus to assist the clinical gastroenterologists with interpretation of motility records in the diagnosis of disorders (e.g., dysphagia) of motility in the pharynx and esophagus.

Outside OSU, Professor Hanson served his profession at the national level. Among his professional research memberships were the American Physiological Society, American Heart Association, Society for Experimental Biology and Medicine, Nutrition Today Society, Sigma Xi, and the Ohio Academy of Sciences. Aside from his contributions to research associations, Professor. Hanson was consistently listed in *Who's Who in American Education*.

Professor Hanson was an active member of the OSU community and served on numerous departmental and college committees. He actively promoted collegiality in the Physiology Department with a congenial approach to his colleagues in day to day interactions, as well as hosting social events for faculty and staff in his home.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Kenneth M. Hanson its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Stanley Leon Helgeson

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 27, 2013, of Stanley Leon Helgeson, Professor Emeritus of Science Education in the College of Education and former Associate Director for Science at the ERIC Clearinghouse for Science, Mathematics and Environmental Education.

Dr. Helgeson was proud that his education began in a one-room schoolhouse in Wisconsin. His young bride, Charlotte (Sue), determined that he should be the first of his family to go to college, a "completely unthought-of idea," he said. He volunteered for the Army in order to qualify for GI Bill educational funding. After his discharge, he went on to receive his bachelor's degree in 1960 from the University of Wisconsin.

After teaching science in a junior high school, he took advantage of a National Science Foundation program for teachers, receiving a Master of Natural Science degree from Arizona State University using a NSF Academic Year Institute grant. That grant was extended by the University of Wisconsin, which enabled him to earn a Ph.D. in 1967. He joined the Ohio State faculty in 1968 and retired in 1995.

Dr. Helgeson was very active in professional organizations, including the National Science Teachers Association and the Association for Educators in Science, School Science and Mathematics. He served two terms as research coordinator and president of the National Association for Research in Science Teaching. In 1996, the Association for Science Teacher Education granted him honorary emeritus membership in recognition of his dedication to the profession.

He taught courses on applications of technology in the science classroom, learning theory in science education, and research project development for master's students. A former student noted, "He was an engaging and caring professor, and one of the ones

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who you could tell truly had a passion for teaching and helping students. He could focus on what was really important." "Please know that Dr. Helgeson's impact on this world lives on in the many student teachers he helped to mold over the years," said another former student.

As associate director for the ERIC Clearinghouse, he published a variety of reports, research summaries, and information analyses and served as production editor for scores of ERIC publications, including the National Association for Research in Science Teaching/ERIC annual summary of research in science education.

He directed a federal project for the then Department of Health, Education and Welfare, and also received a National Science Foundation grant. He was an evaluator of the science teacher preparation program at Indiana University and a consultant with the Ohio Department of Education.

On behalf of the University community, the Board of Trustees expresses to the family of Professor William E. Nelson its deepest sympathy and understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and it is directed that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

William E. Nelson, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 16, 2013, of William E. Nelson Jr., Professor Emeritus in the Department of Political Science and African American and African Studies.

Dr. William E. Nelson Jr. was a significant leader on the OSU campus and in the Columbus community, this nationally renowned scholar officially retired in 2009 after providing 40 years of distinguished service at The Ohio State University.

Dr. Nelson was appointed interim director of the Black Studies program in the fall of 1970. After leading the program to department status, he was appointed Chair of the Department of Black Studies, a position he held from 1972-1986. As its courageous and dynamic leader, Dr. Nelson led the creation of one of the first and most comprehensive programs in Black Studies in the country. He successfully negotiated faculty positions with the OSU central administration and was able to attract and recruit faculty and students in the disciplines of history, political science, literature, psychology, music, sociology, economics, art, and dance, in addition to providing the first curricular offerings in African languages at OSU. Of particular note was the creation and building of the department's Community Extension Center on the near eastside of Columbus to enhance community access to the university and its vast resources, and to provide a significant resource for faculty and student research and community engagement.

Dr. Nelson was an exemplary scholar who was a much sought-after speaker for professional meetings, learned societies, academic and community celebrations throughout the United States, Europe and Africa. He wrote critically about political policy and educational issues that faced the black community. An active and engaging scholar, his contributions are well represented in numerous published articles, books, and popular press materials. Two of his books, Electing Black Mayors: Political Action in the Black Community (1977), coauthored with Phillip Meranto, and Black Atlantic Politics: Dilemmas of Political Empowerment in Boston and Liverpool (2000), are particularly noteworthy. The latter book received the 2000 *Best Book on Comparative Racial and Ethnic Politics* presented by the American Political Science Association, Section of Race, Ethnicity, and Politics. Political Science Professor Hanes Walton of the University of Michigan called it "a pioneering book" and "a landmark study." Political Science Professor Wilbur C. Rich of Harvard University described it as "an intellectual triumph" and "a refreshing approach to Black Politics."

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Dr. Nelson, who was named Research Professor of African American and African Studies and Professor of Political Science, was a very popular teacher with students, who were impressed by his intellect and his caring. At the 2009 Retirement Program held on the OSU campus in his honor, several students from the Department of Political Science and the Department of African American and African Studies spoke warmly about the social and intellectual development that they received under Dr. Nelson's tutelage and direction. He also helped to make the department of Political Science one of the leading producers of African American Ph.D.'s in that discipline.

While we will certainly miss Dr. William E. Nelson, affectionately called "Nick" by his friends, his legacy will continue to live through the significant contributions that he made to the university and to the community through the many lives that he touched.

On behalf of the University community, the Board of Trustees expresses to the family of Professor William E. Nelson its deepest sympathy and understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and it is directed that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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#### **RATIFICATION OF COMMITTEE APPOINTMENTS 2013-2014**

Resolution No. 2013-93

BE IT RESOLVED, That the ratification of committee appointments for 2013-2014 are as follows:

##### **Academic Affairs and Student Life Committee:**

Jeffrey Wadsworth, Chair  
Janet B. Reid, Vice Chair  
Algenon L. Marbley  
Linda S. Kass  
Clark C. Kellogg  
Timothy P. Smucker  
Cheryl L. Krueger  
**Brent R. Porteus**  
**Stacie E. Seger**  
**Janet Box-Steffensmeier** (Faculty Member)  
Robert H. Schottenstein (ex officio)

Cheryl L. Krueger  
**Brent R. Porteus**  
Benjamin T. Reinke  
Corbett A. Price  
John W. Kessler  
Nancy Kramer  
Alan VanderMolen  
Christopher A. Ito (Alumni Assn Member)  
Larry Moore (Alumni Assn Member)  
John B. Gerlach (Foundation Brd Member)  
David T. Kollat (Foundation Brd Member)  
Robert H. Schottenstein (ex officio)

##### **Finance Committee:**

William G. Jurgensen, Chair  
Ronald A. Ratner, Vice Chair  
Alan W. Brass  
Alex Shumate  
Michael J. Gasser  
Benjamin T. Reinke  
G. Gilbert Cloyd  
Corbett A. Price  
Jo Ann Davidson  
Robert H. Schottenstein (ex officio)

##### **Audit and Compliance Committee:**

Algenon L. Marbley, Chair  
Michael J. Gasser, Vice Chair  
Ronald A. Ratner  
William G. Jurgensen  
**Stacie E. Seger**  
Lawrence A. Hilsheimer  
Amy Chronis  
Craig S. Morford  
Robert H. Schottenstein (ex officio)

##### **Advancement Committee**

G. Gilbert Cloyd, Co-Chair  
Linda S. Kass, Co-Chair  
Clark C. Kellogg  
Timothy P. Smucker

##### **Governance Committee:**

Alex Shumate, Chair  
Timothy P. Smucker, Vice Chair  
Alan W. Brass  
Linda S. Kass

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Janet B. Reid  
Jeffrey Wadsworth  
Benjamin T. Reinke

G. Gilbert Cloyd  
Robert H. Schottenstein (ex officio)

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## **GOVERNANCE PLAN FOR THE ACADEMIC MEDICAL CENTER**

Resolution No. 2013-94

Synopsis: Adoption of the proposed governance framework for the academic medical center and authorization of implementation steps, is proposed.

WHEREAS the University's academic medical center is comprised of five hospitals, a top-ranked College of Medicine, a unified physician faculty group practice, a network of primary and specialty care practices, and research centers and institutes; and

WHEREAS the University's academic medical center is a significant part of the University's comprehensive educational enterprise and the successful integration of the academic medical center into the University over the past few years has yielded greater efficiencies, alignment of strategic goals and objectives, and mutual growth; and

WHEREAS the University seeks to further the continued mutual growth of the University and its academic medical center and optimize the academic medical center's ability to operate with the business acumen that will be required to adapt and grow in the changing health care environment; and

WHEREAS the Board of Trustees, through its Medical Affairs Committee, is responsible for the oversight of the University's academic medical center and related health care entities and programs, including budget and capital planning, strategic planning, clinical activities, faculty and staff matters, and academic medical center and health care entity operations; and

WHEREAS the Ohio State University Wexner Medical Center Board is responsible to the Board of Trustees, through the Medical Affairs Committee, for the oversight of quality patient care, accreditation and licensure for the University's hospitals and clinics, medical staff appointments and clinical privileges, strategic management and planning, development of policy, financial performance, compliance programs, and support for the academic programs of the University's health sciences colleges; and

WHEREAS a University working group, comprised of University Trustees, senior leadership, and members of the Ohio State University Wexner Medical Center Board, has developed a new governance framework to better position the University and its academic medical center to leverage the full talents, resources, and opportunities of a large, land-grant research institution and its premier academic medical center for further advancement and success as a nationally recognized academic medical center that is improving people's lives through innovation in research, education and patient care; and

WHEREAS the new model will allow for more streamlined, efficient and effective governance of the Ohio State University Wexner Medical Center by reducing any duplicative oversight between the existing Medical Affairs Committee and the Ohio State University Wexner Medical Center Board; and

WHEREAS the new model will allow the University to draw upon a broad base of governance talent with health care and/or sophisticated board and business expertise from across the country to support the University Board of Trustees in fulfilling their ultimate oversight and fiduciary responsibilities for the academic medical center as part of the University; and

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WHEREAS the governance framework calls for the creation of a new governance board for the academic medical center, authorized to act pursuant to a limited delegation of authority from the Board of Trustees as set forth in the plan; and

WHEREAS in order to proceed with the contemplated governance model, the Board of Trustees desires to adopt this Governance Framework in its entirety:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the document included herewith and captioned "Ohio State University Wexner Medical Center Governance Framework" is adopted as the organizational framework for governance and management of the academic medical center and all its constituent parts; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the effective date of adoption shall be June 7, 2013; and

BE IT FURTHER RESOLVED, That the Board of Trustees, in furtherance of the governance framework, hereby authorizes and directs the appropriate University offices and officers to proceed with development of the new governance structure under the direction of the Chair of the University Board of Trustees, in consultation with the University President, including the preparation of bylaws and other governing documents for the new academic medical center board all on terms consistent with the governance framework; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that all proposed bylaws and bylaws amendments shall be brought to this Board for approval by resolution on August 30, 2013 before the same shall take effect; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Ohio State Wexner Medical Center Board and its committees and the boards governing the James Cancer Hospital, University Hospital East, Harding Hospital, University Hospital, and Ross Heart Hospital shall continue with regular business and governance responsibilities until the Board of Trustees approves new bylaws and bylaw amendments for the academic medical center.

(See Appendix LIII for background information, page 1106)

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## **DEGREES AND CERTIFICATES**

Resolution No. 2013-95

Synopsis: Approval of Degrees and Certificates for summer term, is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on August 4, 2013, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

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## PERSONNEL ACTIONS

Resolution No. 2013-96

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the April 5, 2013, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons, Professional Improvement Leaves, Leave of Absence without Salary, Emeritus Titles and Promotion to Professor with Tenure.

### Appointments

Name: CHARLES M. ATKINSON  
Title: Distinguished University Professor  
School: Music  
Effective: July 1, 2013

Name: MICHAEL S. BISESI  
Title: Interim Dean  
College: Public Health  
Term: May 15, 2013 through June 30, 2013

Name: PATRICIA M. HILL-CALLAHAN\*  
Title: Vice President, Advancement and Principal Gifts Strategist  
Office: Advancement  
Term: June 17, 2013 through June 16, 2018

Name: DAVID C. MANDERSCHIED\*  
Title: Executive Dean  
College: Arts and Sciences  
Title: Vice Provost  
Office: Academic Affairs  
Term: July 1, 2013 through June 30, 2018

Name: ALAN C. MICHAELS  
Title: Dean  
College: The Moritz College of Law  
Term: November 1, 2013 through June 30, 2018

Name: HARVEY J. MILLER  
Title: Professor (The Bob and Mary Reusché Chair in Geography)  
College: Arts and Sciences  
Term: September 1, 2013 through August 31, 2018

Name: RANDY J. NELSON  
Title: Distinguished University Professor  
Department: Neuroscience  
Effective: July 1, 2013  
Name: SARA E. RUBIN\*  
Title: Vice President, Principal Gifts  
Office: Advancement  
Term: June 24, 2013 through June 23, 2016

Name: DAVID H. WEINBERG  
Title: Professor (Henry L. Cox Endowed Professorship)  
College: Arts and Sciences  
Term: September 1, 2013 through August 31, 2018

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Reappointments

Name: ANIL ARYA  
Title: Professor (The John J. Gerlach Chair)  
College: The Max M. Fisher College of Business  
Term: July 1, 2013 through June 30, 2018

Name: M. DOLAN EVANOVICH  
Title: Vice President for Strategic Enrollment Planning  
Office: Academic Affairs  
Term: September 1, 2013 through August 31, 2018

Name: PETER E. GEIER  
Title: Vice President for Health Services  
Office: Health Services  
Term: March 11, 2013 through March 10, 2016

Name: L. JAMES LEE  
Title: Professor (The Helen C. Kurtz Chair in Chemical Engineering)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: THOMAS F. MAUGER  
Title: Professor (The Carl M. and Grace C. Baldwin Chair in Ophthalmology)  
College: Medicine  
Term: October 1, 2012 through September 30, 2016

\*New personnel to University

(See Appendix LIV for background information, page 1111)

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**UNIVERSITY FOUNDATION REPORT**

Resolution No. 2013-97

Synopsis: Approval of the University Foundation Report as of April 30, 2013, is proposed.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of The Stuart M. Sloan – Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient, The Donald G. and Mary A. Dunn Chair Fund in Modern Military History, Joseph A. Alutto Chair Fund in Leadership Effectiveness, Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund, The Corbett Price President's Discretionary Fund, the establishment of twenty-seven (27) named endowed funds; the revision of seventeen (17) named endowed funds; and the closure of The Abercrombie & Fitch Women's Oncology Center Endowment Fund:

NOW THEREFORE

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BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of April 30, 2013.

(See Appendix LV for background information, page 1127)

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#### **NAMING OF THE LOBBY**

Resolution No. 2013-98

**In the new James Cancer Hospital and Solove Research Institute,  
At The Ohio State University Wexner Medical Center:  
JEGS Foundation Lobby**

Synopsis: Approval for the naming of the main lobby in the new Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, to be located at 460 West 10<sup>th</sup> Avenue on The Ohio State University Wexner Medical Center's campus as the JEGS Foundation Lobby, is proposed.

WHEREAS the expansion of the Wexner Medical Center's campus is the largest project in Ohio State's history increasing access to world-class cancer care in Central Ohio, helping to meet a projected 21% increase in patient admissions over the next 10 years; and

WHEREAS the new James Cancer Hospital and Solove Research Institute is one of only 41 institutions designated by the National Cancer Institute (NCI) as a comprehensive cancer center and recently received the highest possible peer rating of "Exceptional" by the NCI; and

WHEREAS the JEGS Foundation has provided significant contributions to this project; and

WHEREAS the JEGS Foundation has been a leader in supporting research at the James Cancer Hospital and Solove Research Institute to create *The Jeg Coughlin Chair in Cancer Research* to advance medical science related to childhood cancers:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that upon the completion and opening of the new James Cancer Hospital and Solove Research Institute, the aforementioned main lobby shall be named the JEGS Foundation Lobby.

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#### **NAMING OF THE INTERDISCIPLINARY GRADUATE EDUCATION TECHNOLOGY ENTREPRENEURSHIP AND COMMERCIALIZATION PROGRAM**

Resolution No. 2013-99

**In the Max M. Fisher College of Business:  
The Langdale Academy for Technology Entrepreneurship  
and Commercialization**

Synopsis: Approval for the naming of the proposed interdisciplinary graduate education Technology Entrepreneurship and Commercialization (TEC) Program in the Center for Entrepreneurship (Center) at the Max. M. Fisher College of Business (Fisher College), is proposed.

WHEREAS the Center supports academic research, education, and community engagement in entrepreneurship; and



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WHEREAS the Center stimulates economic growth by accelerating new company formation, enhancing technology commercialization, and improving the strategic and financial performance of high-potential entrepreneurial ventures; and

WHEREAS the Langdale Academy for Technology Entrepreneurship and Commercialization (Langdale Academy) will be a unique program that engages business and STEM (science, technology, engineering, and math) students in the evaluation of Ohio State technologies, and will be managed by the Center; and

WHEREAS Richard S. Langdale has had a long relationship with Fisher College and has provided significant charitable support through the years; and

WHEREAS Richard was the volunteer director of the Center during its first two years of operation; and

WHEREAS Richard provides ongoing support to fund new programs in the Center and has helped to teach classes at the Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned proposed interdisciplinary graduate education Technology Entrepreneurship and Commercialization program in the Center for Entrepreneurship be named The Langdale Academy for Technology Entrepreneurship and Commercialization.

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#### **NAMING OF THE PAVILION**

Resolution No. 2013-100

**Located at the home of The Ohio State University Alumni Association, Inc.,  
Longaberger Alumni House,  
2200 Olentangy River Road:  
The Archie and Bonita Griffin Pavilion**

Synopsis: Approval for the naming of a pavilion to be added to a portion of the Zink Family Terrace at the exterior of the Longaberger Alumni House, the home of The Ohio State University Alumni Association, Inc. (OSUAA), located at 2200 Olentangy River Road on The Ohio State University's Columbus campus, is proposed.

WHEREAS the pavilion will serve our alumni, friends, and the greater community with an enhanced event venue and donor recognition area; and

WHEREAS Sandy Slomin (BS 1971) and Lori Cameron have made a lasting impact at The Ohio State University by providing generous programmatic, scholarship, and infrastructure support; and

WHEREAS Sandy Slomin and Lori Cameron enjoy a close affiliation professionally and personally with Archie and Bonita Griffin and desire to honor the aforementioned at the location of Mr. Griffin's primary office; and

WHEREAS Sandy Slomin and Lori Cameron are some of the OSUAA's most dedicated friends and key volunteers offering their time, talent, and treasure consistently to advance the mission of The Ohio State University; and

WHEREAS Sandy Slomin and Lori Cameron desire to enhance the scope and type of events that may be held at the Longaberger Alumni House to more effectively engage the University's constituents and enhance donor recognition components of this exterior area:

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NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned pavilion be temporarily named The Archie and Bonita Griffin Pavilion at the Longaberger Alumni House, and officially be named upon the completion of the project for the life of the exterior physical facility.

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#### **APPROVAL OF FISCAL YEAR 2014 OSU HEALTH SYSTEM BUDGET**

Resolution No. 2013-101

Synopsis: Approval of OSU Health System Budget for Fiscal Year 2014, is proposed.

WHEREAS the continued success of the University's Wexner Medical Center plays a critical role in supporting the University's strategic objectives; and

WHEREAS the biennial budget for State Fiscal Year 2014 continues to be developed and the OSU Health System's preliminary Fiscal Year 2014 budget is a part of the long range financial planning process and has been determined to be appropriate; and

WHEREAS it is necessary to continue operations for the University's Wexner Medical Center prior to the time that the budget for State Fiscal Year 2014 is finalized and adopted; and

WHEREAS all five Hospital Boards have approved their respective budgets; and

WHEREAS the proposed budget has been reviewed and approved by the University's Wexner Medical Center Board and the Medical Affairs Committee:

NOW THEREFORE

BE IT RESOLVED, The Board of Trustees hereby approves the OSU Health System Fiscal Year 2014 Budget as described in the accompanying text and tables.

(See Appendix LVI for background information, page 1174)

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#### **AUTHORIZATION FOR THE RELEASE OF FUNDS FOR THE MEDICAL CENTER EXPANSION PROJECT**

Resolution No. 2013-102

Synopsis: Authorization for the release of funds for the Medical Center Expansion Project, is proposed.

WHEREAS in September 2009 the Board of Trustees authorized the Medical Center Expansion (ProjectONE) at a cost not to exceed \$1 billion and authorized the President and/or Senior Vice President for Administration and Planning, in consultation with the Senior Vice President for Health Sciences, to enter into design, construction, construction management, and other contracts as necessary for the project in accordance with the established University and state of Ohio procedures, with all actions to be reported to the Board at the appropriate time; and

WHEREAS the project is expected to be funded by \$925 million from University bond proceeds and \$75 million from development funds for a total authorized project amount not to exceed \$1 billion; and

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WHEREAS in April 2011 the Board of Trustees authorized the acceptance of a federal Health Resources and Services Administration (HRSA) \$100M grant to be expended for an expanded cancer ambulatory program for radiation oncology services and authorized such program as part of the Medical Center Expansion Project; and

WHEREAS the President and/or Senior Vice President for Administration and Planning in consultation with the Senior Vice President for Health Sciences shall only spend such funds as are released by the Board; and

WHEREAS the President and/or Senior Vice President for Administration and Planning, in consultation with the Senior Vice President for Health Sciences, shall report to the Board on the progress of the project every six months or more frequently as appropriate or as requested by the Board and, as a part of such reports, shall request release of such funds as needed; and

WHEREAS the following funds for construction commitments are requested for release:

Final commitments to be made to complete the Medical Center Expansion Project:

Cancer & Critical Care Tower	\$81.0M
Infrastructure & Roadways	\$(0.4)M
Spirit of Women Park	\$(0.1)M
Support & Project Contributions	<u>\$ 2.0M</u>
	\$82.5M

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that a total amount of \$82.5 million is hereby released for construction and related services as requested.

(See Appendix LVII for background information, page 1181)

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#### **APPROVAL OF A PEDIATRIC FACULTY PRACTICE PLAN**

Resolution No. 2013-103

Synopsis: Approval of the recognition of limited liability companies wholly owned by Nationwide Children's Hospital as faculty practice plans in addition to Ohio State University Physicians, Inc. and Pediatric Academic Association, Inc., is proposed.

WHEREAS, effective April 8, 2011, The University's Board of Trustees established the Faculty Group Practice within the Office of Health Sciences for the purpose of employing the physician faculty while still maintaining Ohio State University Physicians, Inc. as the College Central Practice Group to administer the patient care practice of all its members including collection of fees, payment of all members' patient care costs and expenses, departmental academic enrichment and teaching and research fund payments as well as distribute all Practice Income to the Faculty Group Practice organization; and

WHEREAS effective November 4, 2011, The University's Board of Trustees approved Nationwide Children's Hospital's ("NCH's") Pediatric Academic Association, Inc., as the faculty practice plan for the Department of Pediatrics within the College of Medicine; and

WHEREAS other Ohio State University faculty members practice at NCH in various medical specialties in addition to pediatrics; and

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WHEREAS the faculty who practice at NCH are also required to practice through an approved faculty practice plan; and

WHEREAS the Senior Vice President for Health Sciences, the Dean of the College of Medicine, the CEO of the Faculty Group Practice and the leadership of the College of Medicine have recommended the establishment of faculty practice plans that are limited liability companies wholly owned by Nationwide Children's Hospital:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves that the Senior Vice President and the Dean of the College of Medicine are authorized to approve, as faculty practice plans for the departments of the College of Medicine, practice plans that are limited liability companies wholly owned by Nationwide Children's Hospital, that agree to provide academic support, including but not limited to support for faculty salaries and benefits, support for departmental and college academic activities, and that provide liability coverage for malpractice claims and indemnification of the University for payment of malpractice claims and for expenses of malpractice claims; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Senior Vice President and the Dean of the College of Medicine are authorized to take all such actions as are necessary to effectuate this resolution, including, but not limited to, execution of an agreement with Nationwide Children's Hospital and such other parties as are necessary.

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#### **REVISION TO THE EXPEDITED CREDENTIALING PROCESS**

Resolution No. 2013-104

Synopsis: Authorization for a subcommittee of the Medical Center Board to use an expedited credentialing process to approve eligible applicants for clinical privileges and medical staff appointments consistent with established criteria when necessary, is proposed.

WHEREAS The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital require timely processing of medical staff applications for appointment and reappointment; and

WHEREAS from time to time the meetings of the Professional Affairs Committee of The Ohio State University Wexner Medical Center Board ("Medical Center Board"), may not allow for the timely processing of medical staff applications and granting of privileges as required by the JCAHO and the respective Medical Staff Bylaws of the Ohio State University Hospitals and the James Cancer Hospital; and

WHEREAS JCAHO and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital allows an expedited approval process for initial appointments to membership and granting of privileges, reappointment to the medical staff, or renewal or modification of privileges, where the governing body delegates the authority to render those decisions to a committee of at least two voting members of the governing body:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that whenever the Professional Affairs Committee, or the Medical Center Board, is not scheduled to meet or cannot meet in a timely manner to satisfy the requirements for initial medical staff appointments, the granting of privileges, reappointment to the medical staff or renewal

or modification of privileges, a subcommittee of at least two voting members of the Medical Center Board and the chief medical officer of the Medical Center and the chief of the medical staff for The Ohio State University Hospitals; and the director of medical affairs and chief of the medical staff of The James Cancer Hospital, shall have the authority to review and evaluate the qualifications and competence of the practitioner applying for appointment, reappointment, or renewal or modification of clinical privileges, and to render its decision. The chief medical officer for the Medical Center and chief of the medical staff for The Ohio State University Hospitals, and the director of medical affairs and chief of staff of The James Cancer Hospital shall make recommendations to this subcommittee of the Medical Center Board in which a positive decision by the subcommittee results in the status or privileges requested. The subcommittee shall meet as often as necessary and the Medical Center Board shall consider, and if appropriate, ratify all positive committee decisions at its next regularly scheduled meeting. If the subcommittee's decision is adverse to an applicant, the matter shall be referred back to the University Hospitals and/or James Cancer Hospital Medical Staff Administrative Committee, respectively, for further evaluation; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that an applicant is ineligible for consideration by this subcommittee and expedited process if at the time of appointment, or if since the time of reappointment, any of the following has occurred:

1. The applicant submits an incomplete application;
2. Either the University Hospitals or James Cancer Hospital Medical Staff Administrative Committee makes a final recommendation that is adverse or has limitations;
3. There is a current challenge or a previously successful challenge to licensure or registration;
4. The applicant has received an involuntary limitation, reduction, denial, or loss of clinical privileges;
5. It is determined that there is either an unusual occurrence or pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the applicant; or
6. The applicant has received an involuntary termination of medical staff membership at another hospital.

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#### **APPROVAL OF TUITION INCREASES FOR FISCAL YEAR 2014**

Resolution No. 2013-105

Synopsis: Approval of instructional and general fees and non-residential surcharge increases for undergraduate and graduate students at all campuses of the Ohio State University for fiscal year 2014, is proposed.

WHEREAS: the Board of Trustees of The Ohio State University supports the University's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS resident undergraduate instructional and general fees are subject to a 2.0% instructional and general fee cap for State fiscal year 2014, as required by the proposed State of Ohio State fiscal years 2014-2015 Biennial Budget Bill; and

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WHEREAS the proposed State of Ohio biennial budget bill increased funding in fiscal year 2014 and fiscal year 2015 to institutions of higher education; and

WHEREAS the proposed State of Ohio biennial budget bill for State fiscal years 2014-2015 is still being deliberated in the Ohio General Assembly and has not been signed into law by Governor Kasich; and

WHEREAS consultations have taken place within the University to determine the appropriate tuition increase for all campuses for Ohio State undergraduate and graduate programs and the non-resident surcharge for the 2014 academic year; and

WHEREAS the administration now presents instructional and general and non-resident surcharge increase recommendations for the Columbus Campus and for Lima, Mansfield, Marion and Newark Campuses and for the Agricultural Technical Institute (ATI) at Wooster for the 2014 academic year:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommendation of the administration and hereby approves tuition increases as follows:

- That instructional fees for undergraduates enrolled at the Columbus Campus will remain flat with a 0.0% increase, effective for Autumn Semester 2013;
- That instructional fees for undergraduates the regional and ATI campuses will remain flat with a 0.0% increase, effective for Autumn Semester 2013;
- That the instructional fees for undergraduates are within the cap parameters as outlined in the State fiscal years 2014-2015 budget as passed by the House;
- That instructional fees for graduate programs will increase 2.0% for the 2014 academic year for the Columbus, Regional and ATI campuses, effective Autumn Semester 2013;
- That the non-resident surcharge for undergraduates and most graduate students will be increased by 2.0% for the 2014 academic year for the Columbus, Regional and ATI campuses, effective Autumn Semester 2013;

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that any changes required due to the passage of the State of Ohio's Biennial Budget for fiscal years 2014-2015 will be implemented by the university administration and will be reported to the Board of Trustees prior to the next meeting.

(See Appendix LVIII for background information, page 1186)

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#### **APPROVAL OF FISCAL YEAR 2014 USER FEES AND CHARGES**

Resolution No. 2013-106

Synopsis: Approval of user fees and charges at the Ohio State and Regional Campuses for fiscal year 2014 to be effective Autumn Semester of fiscal year 2014, are proposed.

WHEREAS the Board of Trustees of The Ohio State University supports the University's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS consultations have taken place within the University to determine the appropriate instructional and general fee increases for Ohio State graduate and professional programs, Ohio State room and board charges, and other user charges for

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self-supporting units as described in the accompanying text and tables which have been reviewed and recommended:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Room and Board fees will be increased approximately 3.7% to 3.8%; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that existing fees will be increased outlined in the attached document as presented to the Finance Committee of the Board of Trustees; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that a new fee for the Specialized Masters in Business – Logistics will be established as outlined in the attached document; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that all of these increases described in the attached document shall be effective Autumn Semester of fiscal year 2014.

(See Appendix LVIX for background information, page 1194)

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#### **APPROVAL OF FISCAL YEAR 2014 TOTAL FUNDS BUDGET**

Resolution No. 2013-107

Synopsis: Approval of the Budget Plan for the fiscal year ending June 30, 2014, is proposed.

WHEREAS The State of Ohio Biennial Budget for State Fiscal Years 2014 and 2015, including funding levels for State institutions of higher education, is still pending in the Ohio General Assembly; and

WHEREAS Tuition and Fee increases for the Columbus and Regional Campuses for the fiscal year ending June 30, 2014 have been proposed at the June 6 – June 7, 2013 Board of Trustees meeting; and

WHEREAS The President now recommends approval of the Total Funds Budget for the University for the fiscal year ending June 30, 2014:

NOW THEREFORE

BE IT RESOLVED, The Board of Trustees hereby approves that the University's Budget Plan for the fiscal year ending June 30, 2014, as described in the accompanying Fiscal 2014 Budget Plan Book for the fiscal year ending June 30, 2014, with authorization for the President to make expenditures within the projected income; and

BE IT FURTHER RESOLVED, The Board of Trustees hereby approves that if the passage of the State of Ohio's State Fiscal Years 2014 – 2015 is changed in a manner that impacts the anticipated funding levels or programs at The Ohio State University, the President is authorized to make the necessary changes in the Fiscal Year 2014 Budget Plan and to report such changes to the Board of Trustees prior to the next meeting.

(See Appendix LX for background information, page 1201)

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**APPROVAL OF FISCAL YEAR 2014 CAPITAL INVESTMENT PROGRAM**

Resolution No. 2013-108

Synopsis: Authorization and acceptance of the Capital Investment Program for the fiscal year ending June 30, 2014, is proposed.

WHEREAS the University has presented the recommended capital expenditures for the fiscal year ending June 30, 2014; and

WHEREAS the recommended capital expenditures are the result of the University's comprehensive annual capital planning process; and

WHEREAS only those projects outlined in these recommendations will be approved for funding;

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Program for the fiscal year ending June 30, 2014, as described in the accompanying documents; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that any request for authorization to proceed with any project contained in these recommendations or for University funds for any such projects must be submitted individually by the University for approval by the Board of Trustees, as provided for by Board policy.

(See Appendix LXI for background information, page 1238)

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**APPROVAL OF A UNIVERSITY DERIVATIVES POLICY**

Resolution No. 2013-109

Synopsis: Approval of a University Derivatives Policy, is proposed.

WHEREAS the Board of Trustees, from time to time, has adopted policies governing various aspects of the management of the university's financial assets and debt; and

WHEREAS the university may determine there are times to reduce exposure to changes in interest rates or achieve a more certain rate of return on investment; and

WHEREAS there is need and desire to, on occasion, employ derivative transactions to accomplish this; and

WHEREAS there is a need for policies to govern the overall management and administration of derivatives; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a university derivatives policy; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Vice President & Treasurer and/or Senior Vice President for Business and Finance and Chief Financial Officer be, and hereby are, directed and authorized to implement and administer this policy to begin effective June 7, 2013.



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(See Appendix LXII for background information, page 1239)

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**AUTHORIZATION FOR DESIGNATED OFFICIALS TO BUY, SELL,  
ASSIGN AND TRANSFER SECURITIES; TO DEPOSIT OR WITHDRAW  
FUNDS FROM BANK ACCOUNTS; TO DESIGNATE DEPOSITORIES;  
AND APPROVE FINANCIAL SERVICES**

Resolution No. 2013-110

Synopsis: Authorization for designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute related agreements, is proposed.

WHEREAS designated officials of the University buy, sell, assign, and transfer stocks, bonds and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University; and

WHEREAS designated officials may enter into agreements for various financial services including debt issuance, insurance brokerage and coverage, derivative transactions and financial advisory assignments; and

WHEREAS the University Treasurer serves as trustee for deferred gift vehicles:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized to buy, sell, assign, and transfer any and all stocks, bonds, evidence of interest and/or indebtedness, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized to designate various financial institutions as depositories for The Ohio State University and to open and maintain accounts at various financial institutions in the name of The Ohio State University; to engage in and sign agreements for bank, underwriting, brokerage, leasing, equipment financing, financial and commodity hedging vehicles including forwards, futures and swaps; to engage in and sign agreements for insurance brokerage, insurance coverage, financial advisory assignments and financial services; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances, electronic fund transfers or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit or other instruments owned or held by the University for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances, and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or

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dishonor any check, note, bill, draft or other instrument made, drawn or endorsed by the University; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the University Treasurer be authorized to serve as trustee for deferred gifts to The Ohio State University to include, but not limited to, Charitable Remainder Trusts, Charitable Lead Trusts, Gift Annuities and Pooled Income Funds.

(See Appendix LXIII for background information, page 1243)

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## CONTRACTS

Resolution No. 2013-111

### AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Academic Core Infrastructure  
Stadium – South Stands and Lighting  
Emergency Department Renovation  
Jameson Crane Sports Med Institute

### AUTHORIZATION TO ENTER INTO/INCREASE CONSTRUCTION CONTRACTS

Academic Core Infrastructure  
Smith Lab Rehabilitation  
Stadium – South Stands and Lighting  
Emergency Department Renovation

Synopsis: Authorization to enter into professional services contracts and enter into/increase construction contracts, as detailed in the attached materials, is proposed.

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into professional services contracts for the following projects; and

		Prof. Serv.	Total Project	
Academic	Core	\$3.8M	\$25.3M	University debt
Infrastructure				
Stadium – South Stands and Lighting		\$1.2M	\$9.0M	Auxiliary funds
Emergency Department Renovation		\$0.6M	\$4.8M	General funds
Jameson Crane Sports Med Institution		\$2.0M	\$35.0M	Development funds
				General funds
				Internal loan

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into/increase construction contracts for the following projects:

		Const.	Total Projects	
Academic	Core	\$21.5M	\$25.3M	University debt
Infrastructure				
		\$12.7M	\$14.5M	State appropriations
Smith Lab Rehabilitation				General funds
				University debt

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Stadium – South Stands and Lighting	\$7.8M	\$9.0M	Auxiliary funds
Emergency Department Renovation	\$4.2M	\$4.8M	General funds

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and enter into/increase construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix LXIV for background information, page 1244)

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### EASEMENTS

Resolution No. 2013-112

THE CITY OF UPPER ARLINGTON  
WALTHAM ROAD, KINNAR ROAD, NORTH STAR ROAD ROUNDABOUT,  
COLUMBUS, OHIO 43221

MARION COUNTY COMMISSIONERS  
THE OHIO STATE UNIVERSITY AND THE OHIO DEPARTMENT OF  
TRANSPORTATION,  
COUNTY ROAD 221 EXTENSION,  
MARION, OHIO 43302

Synopsis: Authorization to grant easements to the City of Upper Arlington, Ohio at the intersection of Kinnear Road, North Star Road, and Waltham Road for the construction of a roundabout, and to the Marion County Commissioners and the Ohio Department of Transportation for the extension of County Road 221 (University Drive) along the western side of the Marion Campus of The Ohio State University, is proposed.

WHEREAS the City of Upper Arlington, Ohio, has requested a perpetual roadway easement of approximately 1.1 acres and temporary roadway easement of approximately 0.2 acres at the intersection of Waltham Road, Kinnear Road, and North Star Road, for the final placement of a roundabout; and

WHEREAS through this construction The Ohio State University will benefit from improved traffic circulation, reduced traffic congestion and an improved campus gateway at this west campus entrance; and

WHEREAS the Marion County Commissioners and the Ohio Department of Transportation has requested roadway and temporary construction easements be granted along the length of the campus boundary as follows:

- Perpetual roadway easement to the Marion County Commissioners of approximately 8 acres
- Temporary construction easements to the Marion County Commissioners of approximately 5 acres.
- Perpetual roadway easement to Ohio Department of Transportation of approximately 1 acre
- Temporary construction easement to Ohio Department of Transportation of approximately 0.2 acres.

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WHEREAS this project will extend County Road 221 along the length of the campus boundary and provide a new entrance to the Marion campus of The Ohio State University; and

WHEREAS in exchange for providing the necessary land for the extension project, the University will receive a new campus entrance drive with appropriate traffic control and signals, roadway storm drainage, and signage, as well as landscaping along both edges of the new road, at the new entry road and the north and south ends of the new road. In addition the project will construct a multipurpose pathway with pedestrian lighting along the eastern side of the new road extension.

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant this easement to the City of Upper Arlington upon such terms and conditions as are in the best interests of the university; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant easements to the Marion County Commissioners and the Ohio Department of Transportation upon such terms and conditions as are in the best interests of the university.

(See Appendix LXV for background information, page 1250)

Mr. Schottenstein:

Let me just note that with respect to the fifth item, which is The Amended Governance Plan for the Academic Medical Center, there were some modifications made yesterday. Clean copies are at your seats and additional copies are available for anyone that wants them.

With that, may I have a motion to approve the consent agenda including the revision to item five?

Upon motion of Judge Marbley, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with thirteen affirmative votes, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Brass, and Mr. Schottenstein.

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Mr. Schottenstein:

Thank you. At this time, again, it is a great honor for all of us. I would like to call on our Interim President, Dr. Joseph A. Alutto, to share with us some thoughts and comments on this very special day.

Dr. Alutto:

Thank you Mr. Chairman. Clark, I have to tell you this is a university. The phrase that is going to work here is "just be relatively brief brother, just relatively brief".

Mr. Chairman, I am honored and very appreciative of the opportunity to serve as Interim President of The Ohio State University. This is a distinguished university at a unique time in its history. The opportunity to exceed robust expectations of the past

is very real and I am fortunate to be in position to contribute to that greater distinction.

It should be clear to all that President Gee has enhanced the university in immeasurable and immutable ways. He has inspired us, he has impassioned us, he has improved us; and I am grateful to have been a part of the exciting and energizing institutional momentum he has created. Because of his vision and the remarkable team he has assembled, the journey from excellence to eminence is clear and well under way. Few other universities in this country have the scale, scope and intellectual capacity to move forward at such an accelerated pace. President Gee leaves us with a foundation of strength and a model for presidential impact that will serve Ohio State well in the future.

As Interim President, I believe my primary duties will be to ensure that our attention is firmly fixed on the north star of eminence, to provide continuity during a time of transition, to continue the progress toward goals that the Board has endorsed for the University, and to further create an environment that will attract and embrace the next world-class President of The Ohio State University.

Accomplishing those goals will not occur through passivity or delay. Instead it will require a steady commitment to actions consistent with and embedded within our strategic plans. In order to do that we must focus intently, and in partnership with each other, on achieving three key outcomes:

First, continuing to enhance the student experience for undergraduates through progress toward completion of the North Residential facilities and the unique learning programs they will support; for juniors and seniors through continued focus on the breadth and depth of our undergraduate major programs and support services critical to their success. For graduate students, it's through renewed focus on systemic interactions of students with outstanding faculty.

Second, aggressively enabling the full blossoming of the University's strategic plan. That includes bringing to life the Discovery Themes that will truly serve as differentiators for Ohio State in how we address and how we solve vexing problems that are critical to Ohio and well beyond Ohio.

The third, by assuring continued momentum and acceleration in securing new financial assets for the institution; for access enhancement through student support; for faculty research, scholarship, and innovation; and for programmatic and cultural excellence.

This will certainly be an interesting and exciting time, filled with all the anxieties and potential of transitions. I know we will share the joy of working through those issues, being participants and facilitators in events that will affect students, faculty, staff and the State of Ohio in ways we can only begin to imagine.

During the past two decades, it has been a privilege for me to play a part in Ohio State's significant academic advancement. Without a doubt, this land-grant institution, with its roots firmly planted in the expansion of educational access and opportunity, is one of the most dynamic, innovative, and forward-thinking universities in the country.

Each and every day, I am reminded of the incomparable power and promise of higher education and the pivotal role that is played by Ohio State. To provide the fundamental energy to change lives and enrich communities is truly a special and a very noble mission. Ohio State has a place at the fulcrum of democracy where commitment to the responsibility of citizenship reinforces the consistent acquisition of new knowledge.

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The grand challenges of today and tomorrow will be confronted and they will be resolved here at Ohio State by our faculty, our staff, our students, and our alumni. They in turn will enrich societies across the globe and there can be no more meaningful quest for all of us.

I thank the Board of Trustees for the confidence that is shown through my appointment, and I am certainly looking forward to joining you in the journey ahead.

Thank you very much.

Mr. Schottenstein:

Thank you Joe. If there is no other business to come before the Board, this meeting is hereby adjourned. The next meeting of the Board of Trustees will take place on Friday, August 30, 2013.

Attest:

Robert H. Schottenstein  
Chairman

David G. Horn  
Secretary

(APPENDIX L)

**AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

3335-5-01 Academic freedom and responsibility.

(A) no change

(B) The principal elements of academic freedom include the freedom of ~~teachers~~ faculty to:

(1) through (4) no change

(C) Academic freedom carries with it correlative academic responsibilities. The principal elements include the responsibility of ~~teachers~~ faculty to:

(1) through (6) no change

(7) Differentiate carefully between official activities as ~~teachers~~ faculty and personal activities as citizens, and to act accordingly. (B/T 9/14/65, B/T 5/2/75, B/T 3/1/85)

3335-5-02 Appointments and continuing employment; conditions upon.

(A) through (B) no change

(C) It shall be sufficient cause for the removal of any officer, ~~teacher~~ faculty or employee of the university, pursuant to the procedures set forth in rule 3335-5-04 of the Administrative Code, that such officer, employee, or teacher advocate, or have membership in an organization which is generally known to advocate the overthrow of the government of the United States, or of the state of Ohio, by force, violence or other unlawful means. (Reference is made to the provisions of section 124.36 of the Revised Code.)

3335-5-02.1 Financial exigency.

(A) through (B) no change

(C) Review of administration proposals for alleviating financial exigency.

(1) through (2) no change

(3) For this review, the council shall be chaired by a ~~tenured~~ tenured faculty member of the council. If neither the chair nor the vice chair of the council is a ~~tenured~~ tenured faculty member of the council, then a ~~tenured~~ tenured faculty member of the council shall be elected to act as chair of the council for the review of these proposals and for the submission of results to the president and to the university senate.

(4) through (5) no change

(6) In the review, the council shall:

(a) Consider alternatives to those proposals which would result in involuntary termination of tenured faculty members or ~~regular~~ tenure track faculty members in the probationary period;

(b) through (g) no change

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(7) through (8) no change.

(D) No change

3335-5-04 Hearing procedures for complaints against ~~regular tenure-track, regular clinical, regular research, and auxiliary~~ faculty members.

(A) Definitions and construction.

(1) This rule shall apply to all formal complaints of misconduct against ~~regular tenure-track, regular clinical, regular research, and auxiliary~~ faculty members as defined in Chapter 3335-5 of the Administrative Code. Complaints may be filed under this rule against administrators who hold faculty appointments.

(2) no change

(3) Gross incompetence is defined as conduct that reflects gross indifference or , preparation that is grossly inadequate under the circumstances, or consistent failure to satisfactorily perform faculty obligations. Allegations of gross incompetence shall be judged on the basis of by a faculty member's serious failure to meet his or her obligations as a faculty member.

(4) Grave misconduct is defined as flagrant, egregious, and willful misbehavior in violation of the law or established university rules or policies, accompanied by a willful intent to violate the law or disregard established rules. Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair the effectiveness of a faculty member to meet his or her obligations as a faculty member.

(35) ~~Nontrivial Financial~~ financial fraud is defined as a deliberate act or deliberate failure to act that is contrary to law, rule or policy ~~with intent~~ so as to obtain unauthorized financial benefit from the university for oneself, one's family or one's business associates. ~~Nontrivial F~~ financial fraud includes, but is not limited to, misappropriation of university funds or property, authorizing or receiving compensation or reimbursement for goods not received or services not performed or hours not worked, or unauthorized alteration of financial records.

(6) Research misconduct is defined as fabrication, falsification or plagiarism in proposing, performing, or reviewing research, or in reporting research results. A finding of research misconduct requires: a) that there be a significant departure from accepted practices of the relevant research community; and b) the misconduct be committed intentionally, willfully, knowingly, or recklessly. Research misconduct does not include honest error or differences of opinion.

(4)(7) Department chairs, deans, or the provost shall not act in their administrative capacities in the consideration of any complaint naming them as respondent. If a complaint names a department chair or a dean as respondent, the provost shall appoint an equivalent rank administrator from another department or college to perform the responsibilities of the named official under this rule. If a complaint names the provost as respondent, the chair of the steering committee of the university senate shall perform the responsibilities of this official under this rule.

(5)(8) All records of proceedings under this rule shall be maintained in the office of academic affairs. Such records shall remain confidential to the extent permitted by law.



(6)(9) At the time of their initial appointment and when they receive their annual review, faculty members shall be given notice of their right to review their personnel file maintained by their tenure initiating unit (hereinafter "primary personnel file"). A member of the faculty may place in his or her primary personnel file a response to any evaluation, comment or other material contained in the file.

(7)(10) Documents related to the performance of a faculty member which are received by his or her tenure initiating unit prior to the filing of a complaint may not be introduced in proceedings under this rule unless they have been placed in the faculty member's primary personnel file, and the faculty member has been so informed, or copies have otherwise been provided to the faculty member.

(8)(11) The designation "department chair" in this rule includes division chair, school director, deans of colleges without departments, and regional campus deans and directors.

(9)(12) The term "day" as used in this rule means "calendar day." If the last day of a designated time period falls on a weekend or a day on which the university is closed, the time period shall expire at the close of business on the next succeeding business day.

~~(10)(13) If at any time the provost determines that a faculty member poses a clear and present danger to persons, facilities, or the University or property, the provost may temporarily and immediately reassign or suspend the faculty member or, in the event of allegations of nontrivial financial fraud, suspend the faculty member with pay pending completion of investigation of a complaint under this rule. The provost shall be responsible for assuring that a complaint is filed promptly.~~

(11) Allegations of gross incompetence shall be judged by a faculty member's serious failure to meet his or her obligations as a faculty member.

(12) Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair the effectiveness of a faculty member to meet ~~his or her obligations as a faculty member.~~

(13)(14) Respondents shall be given written notice of decisions required by this rule. Any notice shall be sent by certified mail, and a copy shall be sent by regular mail. The time period for any action to be taken after delivery of the notice shall begin to run on the date on which the notice is mailed.

(14)(15) Complainants shall be given written notice of decisions of the department chair and the dean, and the final disposition of the case. Any notice shall be sent by certified mail, and a copy shall be sent by regular mail.

(B) Initial proceedings.

(1) A complaint may be filed by ~~any member of the faculty, students, post doctoral fellows, and post-professional fellows. In addition, complaints alleging any form of discrimination or sexual harassment may be filed by any student or~~ university employee.

(2) no change

(3) A complaint shall state facts to support an allegation that a faculty member has failed to meet his or her obligations as a faculty member, has

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committed acts or omissions which otherwise impair his or her effectiveness in meeting these obligations, has engaged in grave misconduct, research misconduct, has committed nontrivial financial fraud, or has otherwise violated university rules.

(4) through (5) no change

(C) Review by the department chair.

(1) through (2) no change

(3) If the chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint. In this event, the complainant may appeal the dismissal to the dean. The appeal must be in writing and must be filed with the dean within twenty-one days after the notice of the chair's decision was mailed. In the event of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud, the chair shall refer the matter to the dean.

(4) no change

(D) Review by the dean.

(1) through (2) no change

(3) If the dean determines that there is not probable cause to believe that the allegations are true, the dean shall dismiss the complaint. The proceedings shall terminate at this point except in cases involving faculty members in colleges without departments or in the event of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud. In the case of colleges without departments, the complainant may appeal a dismissal by the dean to the college investigation committee. The appeal must be in writing and must be filed with the dean within twenty-one days after the dean's decision was mailed to the complainant. Upon receipt of an appeal the dean shall immediately forward the appeal to the college investigation committee, which shall proceed in accordance with paragraph (E) of this rule. In the case of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud, the matter shall be forwarded to the college investigation committee.

(4) no change

(E) The college investigation committee.

(1) through (3) no change

(4) The committee may recommend termination of employment of tenured faculty members only in demonstrated cases of gross ~~or serious~~ incompetence ~~or~~ grave misconduct, research misconduct, or nontrivial financial fraud.

(5) no change

(F) Decision by the dean.

(1) no change

(2) If the college investigation committee has recommended a sanction other than termination of employment, the dean may not increase the sanction to

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termination of employment except in the case of grave misconduct, research misconduct, or nontrivial financial fraud.

(3) no change

(4) Except in the case of grave misconduct, research misconduct, or nontrivial financial fraud, if the dean dismisses the complaint, the proceedings shall be terminated and the matter closed. ~~In-The dean shall refer all~~ cases of grave misconduct, research misconduct, and nontrivial financial fraud, ~~the dean shall refer the matter~~ to the provost.

(5) through (6) no change

(G) Review of appeals by the provost.

(1) no change

(a) through (c) no change

(d) In the case of grave misconduct, research misconduct, or nontrivial financial fraud, increase the sanction.

(e) In the case of grave misconduct, research misconduct, or nontrivial financial fraud, reverse the dean's decision and impose a different sanction.

(2) through (4) no change

(H) The faculty hearing committee.

(1) through (8) no change

(9) The hearing panel may recommend termination of employment of tenured faculty members only in demonstrated cases of gross ~~or-serious~~ incompetence, grave misconduct, research misconduct, or nontrivial financial fraud.

(10) no change

(I) through (J) no change

3335-5-05 Procedures concerning faculty complaints about promotion, tenure and renewal decisions.

(A) Definitions and construction.

(1) Complaints concerning promotion, tenure, or renewal decisions may be made to the committee on academic freedom and responsibility by ~~tenured or probationary faculty~~ any member of the faculty as defined in Chapter 3335-5-19 of the Administrative Code.

(2) through (6) no change

(B) through (C) no change

3335-5-19 Faculty.

As used in these rules the term "faculty" shall include persons appointed by the board of trustees with ~~regular~~ tenure-track, ~~regular clinical, regular research, auxiliary, non-~~

tenure track, and emeritus faculty titles on full- or part-time appointments, with or without salary.

(A) ~~"Regular-Tenure-track faculty"~~: persons with the titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling fifty per cent or more service to the university and who are eligible for tenure or who have obtained tenure.

(B) "Non-tenure-track faculty": all faculty positions within the university that are not tenure-track and are not eligible for tenure. This includes the following categories:

(B)(1) ~~"Regular-clinical faculty"~~: ~~Regular-clinical~~ faculty serve under fixed term contracts and ~~are not eligible for tenure~~. ~~Regular-clinical~~their faculty appointments are described in Chapter 3335-7 of the Administrative Code.

(C)(2) ~~"Regular-research faculty"~~: ~~Regular-research~~ faculty serve under fixed term contracts and ~~are not eligible for tenure~~. ~~Regular-research~~their faculty appointments are described in Chapter 3335-7 of the Administrative Code.

(D)(3) ~~"Auxiliary-Associated faculty"~~: persons with ~~adjunct titles~~, clinical practice titles, adjunct titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty per cent service to the university. Persons with regular-tenure-track, clinical, or research faculty titles may not hold auxiliary-associated titles. Persons holding auxiliary-associated titles are not eligible for tenure and may not participate in the promotion and tenure reviews of tenure-track, clinical, or research faculty. Persons with associated titles are permitted to participate in college or academic unit governance where approved by a vote of at least a majority of all of its tenure track faculty and also clinical and research faculty in those colleges and units where they have been given voting rights, may not vote at any level of governance, and may not participate in promotion and tenure matters. Auxiliary-Associated faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed.

(a) Clinical Practice Faculty: The titles of clinical professor of practice, clinical associate professor of practice, clinical assistant professor of practice, and clinical instructor of practice shall be used to confer faculty status on individuals who have credentials comparable to ~~regular-clinical~~ faculty of equivalent rank and who either provide significant, uncompensated service for which a faculty title is needed or compensated service to the clinical instructional programs in the colleges of the health sciences. Clinical practice appointments are made for the period in which the service is provided. Renewal of no-salary appointments is contingent upon continued significant contributions. Procedures for the promotion of clinical practice faculty members shall be the same as for promotion of ~~regular-clinical~~ faculty.

(b) Visiting Faculty: The titles of visiting professor, visiting associate professor, and visiting assistant professor shall be used to confer faculty status on individuals who have credentials comparable to ~~regular-tenure-track, clinical or research~~ faculty of equivalent rank who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the instructional and research programs of the

university. A visiting appointment cannot exceed three continuous academic years of service.

(c) Adjunct Faculty: The titles of adjunct professor, adjunct associate professor, and adjunct assistant professor, shall be used to confer faculty status on individuals who have credentials comparable to regular-tenure-track, clinical, or research faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided. Renewal of adjunct appointments is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular-tenure, clinical, or research faculty.

(d) Lecturer: The titles of lecturer and senior lecturer shall be used for all compensated instructional appointments where other titles are not appropriate. Lecturers' responsibilities shall be limited to formal course instruction, are limited to teaching as defined in Chapter 3335-6 of the Administrative Code.

~~(1) The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided not to exceed one year; renewal is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.~~

~~(2) The titles of clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor shall be used to confer faculty status on individuals who have credentials comparable to regular clinical faculty of equivalent rank and who either provide significant, uncompensated service for which a faculty title is needed or compensated service to the clinical instructional programs in the colleges of the health sciences. Clinical appointments are made for the period in which the service is provided not to exceed one year. Renewal of no-salary appointments is contingent upon continued significant contributions. Procedures for the promotion of clinical faculty members shall be the same as for promotion of regular clinical faculty.~~

~~(3) The titles of visiting professor, visiting associate professor, visiting assistant professor, and visiting instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the~~

~~instructional and research programs of the university. A visiting appointment cannot exceed three continuous academic years of service.~~

~~(4) The titles of lecturer and senior lecturer shall be used for all compensated instructional appointments where other titles are not appropriate. Lecturers' responsibilities shall be limited to formal course instruction.~~

(E)(C) "Emeritus faculty": ~~regular~~ tenure-track, ~~regular~~ clinical faculty, or ~~regular~~ research faculty who, upon retirement, were recommended by the chair, the dean and the executive vice president and provost for emeritus status. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the office of human resources may provide. (B/T 4/4/97, B/T 12/4/98, B/T 4/6/99, B/T 3/1/2002, B/T 7/12/2002, B/T 6/4/2004)

#### 3335-5-19.1 University faculty.

For purposes of the governance functions described in rules 3335-5-20 to 3335-5-25 of the Administrative Code, the term "university faculty" shall mean all ~~regular~~ tenure-track faculty, the president, members of the president's planning cabinet serving at the president's pleasure and designated as executive heads of offices, the deans of the colleges and of the graduate school, and the dean for undergraduate education. (B/T 3/3/78, B/T 2/6/87, B/T 11/2/90, B/T 5/3/96, B/T 12/4/98, B/T 5/4/2001, B/T 6/7/2005, B/T 2/1/2006)

#### 3335-5-46 Senate committee operating procedures

##### (A) Membership

(1) through (4) no change

(5) Terms of service.

Unless otherwise specified by the rules, terms of service of senate committee members shall begin and end on the first day of autumn semester; incoming members may attend meetings as non-voting members as soon as they are appointed or elected.

##### (B) Duties and Responsibilities

(1) Senate committees shall report at least annually to the senate at a time and in a manner specified by the program steering committee of the senate.

(2) no change

##### (C) no change

#### 3335-5-47.1 Steering Committee

##### (A) through (B) no change

##### (C) Organization.

~~(4) For the period of time beginning with the selection election of its steering committee members in spring semester and ending with the start of the autumn semester, the steering committee shall consist of the newly selected and continuing members. During this period, the outgoing members shall serve as alternates include its newly elected members as non-voting members.~~

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3335-7

Rules of the university faculty concerning ~~regular-clinical~~ ~~track~~ faculty appointment, reappointment and nonreappointment, and promotion

3335-7-01 Definition.

Regular ~~clinical~~Clinical ~~track~~ faculty appointments are fixed term contract appointments that do not entail tenure. ~~Regular-clinical~~ Clinical ~~track~~ faculty are teacher/practitioners and shall be engaged primarily in teaching activities related to: a) courses or instructional situations involving live patients or live clients, b) courses or instructional situations involving the simulation of live patients or live clients, or c) courses or instructional situations involving professional skills. (B/T 7/12/2002, B/T 6/4/2004)

3335-7-02 Titles.

The term "regular clinical track faculty" exists for the purpose of recording this type of appointment in the university's employment system data base. If individual colleges, schools, and departments with ~~regular-clinical~~ ~~track~~ faculty wish to provide clinical faculty with faculty-rank titles, then whatever title is used must be distinct from tenure-track titles (see paragraph (A) of rule 3335-5-19 of the Administrative Code). Examples include, but are not limited to, professor of clinical (name of college, school, or department), and associate professor of professional practice, and assistant professor of practice. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/1/2007)

3335-7-03 Appointment cap.

Unless an exception is approved by the university senate and the board of trustees, clinical ~~track~~ faculty may comprise no more than forty percent of the total faculty (as defined in rule 3335-5-19 of the Administrative Code) in each of the departments, schools, and colleges of the health sciences and no more than twenty percent of the tenure-track faculty in other departments, schools, and colleges. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005). (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005, 6/22/2012)

3335-7-04 Proposals and approval process.

(A) Proposals to establish or amend a ~~regular-clinical~~ faculty ~~track~~ in a college or school reporting directly to Office of Academic Affairs (OAA) must be submitted to the provost by the dean of the college or director of the school reporting directly to OAA. Proposals must include a clear rationale for establishing a ~~regular-clinical~~ faculty ~~track~~ and address how the terms and conditions of the appointments will be consistent with the rules set forth in Chapter 3335-7 of the Administrative Code, what titles will be given to ~~regular-clinical~~ ~~track~~ faculty, and what department and college governance rights will be extended to ~~regular-clinical~~ ~~track~~ faculty. ~~Regular-clinical~~ ~~track~~ faculty may not participate in the promotion and tenure reviews of tenure-track faculty. In addition, proposals must include the following components:

- (1) A definition of the role in teaching and scope of professional practice duties of clinical ~~track~~ faculty, identifying specifically how those differ from duties of tenure-track faculty;
- (2) Identification of the requirements for a clinical ~~track~~ faculty appointment, including appropriate terminal degrees and any credential or licensure requirements; and
- (3) A list of courses that could be taught by clinical ~~track~~ faculty and the relationship of those courses to the general curriculum. The expectation would be that clinical ~~track~~ faculty should teach primarily courses involving

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professional practice in the clinical setting or courses designed to teach professional skills.

Proposals must comply with any additional guidelines promulgated by the council on academic affairs and will be reviewed according to criteria specified by the council on academic affairs.

(B) With the exception of changes to existing titles, proposals from a college or school reporting directly to OAA to establish or amend a ~~regular-clinical faculty track~~ must be approved by a majority of the tenure-track faculty of the college or school reporting directly to OAA proposing to have a ~~regular-clinical faculty track~~, by the dean of the college or school reporting directly to OAA, by the executive vice president and provost, by the university senate, and by the board of trustees. The executive vice president and provost will transmit all proposals to the council on academic affairs, which will review proposals and make a recommendation to the university senate. Title changes must be consistent with rule 3335-7-02 of the Administrative Code, but need only be approved by a majority of the ~~regular-tenure track~~ faculty and dean of the college or director of the school reporting directly to OAA proposing the amendment. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005, B/T 6/1/2007)

3335-7-05 Criteria for appointment, for reappointment and nonreappointment, and for promotion.

Regular ~~c~~linical ~~track~~ faculty may be appointed by colleges that do not have schools or departments and by schools and departments in colleges that have such subunits. The criteria for appointment, for reappointment and nonreappointment, and for promotion for ~~regular-clinical track~~ faculty shall be established by the college, school, or department making such appointments and shall be set forth in that unit's appointments, promotion, and tenure document. The criteria must be consistent with the rationale for having a ~~regular-clinical faculty-track~~ in the unit in question and must be distinct from the criteria for tenure-track faculty appointments. However, normally ~~regular-clinical track~~ faculty will have an earned doctorate or other terminal degree in the relevant field or equivalent experience. The criteria for appointment, for reappointment and nonreappointment, and for promotion should reflect the importance of the responsibilities of ~~regular-clinical track~~ faculty. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005)

3335-7-06 Procedures for appointment.

Procedures for appointment of ~~regular-clinical track~~ faculty shall be established by the college, school, or department making such appointments and shall be set forth in that unit's appointments, promotion, and tenure document. Appointments at the rank of associate professor or professor require prior approval of the office of academic affairs. (B/T 7/12/2002, B/T 6/4/2004)

3335-7-07 Term of appointment.

(A) no change

(B) The initial contract is probationary and a clinical faculty member will be informed by the end of each probationary year as to whether he or she will be reappointed for the following year. By the end of the second to final year of the probationary contract, the faculty member will be informed as to whether a new contract will be extended at the conclusion of the probationary contract period. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.



(C) During and until the end of the second and subsequent contract periods, ~~regular~~ clinical ~~track~~ faculty appointments may only be terminated for cause (see rule 3335-5-04 of the Administrative Code) or financial exigency (see rule 3335-5-02.1 of the Administrative Code) and the termination decision for either of these reasons shall result from procedures established by faculty rules. In addition, a contract may be renegotiated during a contract period only with the voluntary consent of the ~~clinical~~ faculty member. By the end of the penultimate year of each contract period, the ~~clinical~~ faculty member will be informed as to whether a new contract will be extended at the conclusion of the current contract period. If a new contract is not extended, the final year of the current contract is a terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(D) The standards of notice set forth in rule 3335-6-08 of the Administrative Code apply to ~~regular~~—clinical faculty ~~track~~ appointments. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005)

3335-7-08 Annual review, reappointment/nonreappointment, and promotion review procedures.

The procedures for reviewing ~~regular~~—clinical ~~track~~ faculty annually and for reappointment/ nonreappointment and promotion shall be set forth in the relevant college, school or department appointments, promotion, and tenure document and shall be consistent with review procedures established for tenure-track faculty, including those set forth in rules 3335-6-03 and 3335-6-04 of the Administrative Code with the following exceptions:

(A) through (B) no change

3335-7-09 Transfers from the tenure track faculty to the ~~regular~~—clinical ~~track~~faculty.

A college, school, or department may provide for the possibility of transfers from the tenure faculty track to the ~~regular~~—clinical faculty ~~track~~ if appropriate to its circumstances. A unit that permits transfers must abide by the following:

(A) no change

(B) When a tenured faculty member transfers to the ~~regular~~—clinical faculty ~~track~~, tenure is lost; and

(C) no change

3335-7-10 Transfers from the ~~regular~~—clinical faculty ~~track~~ to the tenure faculty-track.

Transfers from the ~~regular~~—clinical ~~track~~ faculty ~~track~~ to the tenure-track faculty are not permitted. ~~Regular clinical~~ Clinical ~~track~~ faculty may apply for tenure-track positions and compete in regular national searches for such positions. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005)

3335-7-11 Participation in governance by ~~regular~~—clinical ~~track~~ faculty.

(A) A college or academic unit that appoints ~~regular~~—clinical ~~track~~ faculty determines the level of participation in college and departmental structures.

(B) A college or academic unit that appoints ~~regular~~—clinical ~~track~~ faculty and elects senators may, by vote of at least a majority of all of its ~~regular~~—tenure track faculty, determine that the ~~regular~~—clinical ~~track~~ members of its faculty are eligible for election to the university senate.

(C) Following approval by a college or academic unit of eligibility of its ~~regular-clinical track~~ faculty for election to the senate under the foregoing paragraph:

(1) For purposes of selection of university senators, the electorate for the college or academic unit shall be composed of all ~~regular-tenure track and regular-clinical track~~ faculty.

(2) Any ~~regular-clinical track~~ faculty member appointed by the college or academic unit may stand for election to serve as a representative in the senate.

(3) The minimum and maximum numbers of clinical ~~track~~ faculty from each college or academic unit that may serve as representatives in the senate shall be determined by majority vote of ~~regular-tenure track and regular-clinical track~~ faculty appointed by that college or academic unit within the limits provided for in paragraph 4 of this section.

(4) One senator or not more than 45% of the senators representing that college or academic unit, whichever is greater, may be ~~regular-clinical track~~ faculty of the college or academic unit. (B/T 4/4/2008)

Rules of the university faculty concerning research ~~track~~ faculty appointment and nonreappointment, and promotion.

3335-7-30 Definition.

~~Regular-r~~Research ~~track~~ faculty appointments are fixed term contract appointments that do not entail tenure. Research ~~track~~ faculty are researchers and shall be engaged in research related to the mission and goals of the academic unit. (B/T 6/4/2004)

3335-7-31 Titles.

~~The term "regular-research-track faculty" will exist solely for the purpose of recording this type of appointment in the university's employment system database.~~ Titles will be research professor of (name of college, school or department), research associate professor, research assistant professor. (B/T 6/4/2004)

3335-7-32 Criteria for appointment, for reappointment and non-reappointment, and for promotion.

With ~~tenure-track~~~~tenure-track~~ faculty majority approval, ~~regular-research track~~ faculty may be appointed by colleges that do not have schools or departments and by schools and departments in colleges that have such subunits. Unless otherwise authorized by a majority vote of the tenure-track faculty in a unit, ~~regular-research track~~ faculty must comprise no more than twenty per cent of the number of tenure-track faculty in the unit. In all cases, however, the number of ~~regular-research track~~ faculty positions in a unit must constitute a minority with respect to the number of tenure-track faculty in the unit.

The criteria for appointment, reappointment and nonreappointment, and for promotion for ~~regular-research track~~ faculty shall be established by the college, school or department making such appointments and shall be set forth in that unit's appointments, promotion and tenure document and approved by a majority vote of the regular tenure-track faculty of the unit and approved by the office of academic affairs. The criteria must be distinct from the criteria for tenure-track faculty appointments and cannot require classroom teaching. ~~Regular-r~~Research ~~track~~ faculty will have an earned doctorate or other terminal degree in the relevant field. The criteria for appointment, for reappointment and nonreappointment, and for promotion should reflect the preponderance of responsibilities being in research activities. (B/T 6/4/2004)

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3335-7-33 Procedures for appointment.

Procedures for appointment of ~~regular~~-research ~~track~~ faculty shall be established by the college, school or department making such appointments and set forth in that unit's appointments, promotion, and tenure document and approved by a vote of the ~~regular~~ tenure-track faculty of the unit and the office of academic affairs. Appointments at the rank of research associate professor or research professor require prior approval of the relevant college and the office of academic affairs. (B/T 6/4/2004)

3335-7-34 Duties and responsibilities.

The primary duty of ~~regular~~-research ~~track~~ faculty is to conduct research. A research ~~track~~ faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research ~~track~~ faculty member must be approved by a majority vote of the TIU's ~~regular~~ tenure-track faculty. Under no circumstances may a member of the research ~~track~~ faculty be continuously engaged over an extended period in the same instructional activities as tenure-track faculty. An appointment to a research ~~track~~ faculty position should not be made to displace or make unnecessary an appointment to a tenure-track faculty position. (B/T 6/4/2004, B/T 6/7/2005)

3335-7-35 Term of appointment.

(A) through (B) no change

(C) The initial contract is probationary, and a research faculty member will be informed by the end of each probationary year as to whether he or she will be reappointed for the following year. By the end of the penultimate year of the probationary contract, the research faculty member will be informed as to whether a new contract will be extended at the conclusion of the probationary contract period. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(D) During and until the end of the second and subsequent contract periods, ~~regular~~ research ~~track~~ faculty appointments may be terminated for not meeting the terms of the contract (e.g. failure to obtain extramural support for the research). Appointments may also be terminated during a contract period for cause (see rule 3335-5-04 of the Administrative Code), or financial exigency (see rule 3335-5-02.1 of the Administrative Code), and the termination decision for either of these reasons shall result from procedures established by faculty rules. In addition, a contract may be renegotiated during a contract period only with the voluntary consent of the ~~regular~~ research ~~track~~ faculty member. By the end of the penultimate year of each contract period, the ~~regular~~ research ~~track~~ faculty member will be informed as to whether a new contract will be extended at the conclusion of the current contract period. If a new contract is not extended, the final year of the current contract is a terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(E) The standards of notice set forth in rule 3335-6-08 of the Administrative Code apply to regular research faculty ~~track~~ appointments. (B/T 6/4/2004, B/T 6/7/2005)

3335-7-36 Annual review, reappointment/nonreappointment, and promotion review procedures.

The procedures for reviewing ~~regular~~-research ~~track~~ faculty annually and for reappointment/ nonreappointment and promotion shall be set forth in the relevant, tenure-track faculty approved, college, school or department appointments, promotion and tenure document and shall be consistent with review procedures established for

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tenure-track faculty including those set forth in rules 3335-6-03 and 3335-6-04 of the Administrative Code except that the college dean's decision shall be final with respect to reappointment and non-reappointment and with respect to denial of promotion. (B/T 6/4/2004)

#### 3335-7-37 Governance rights.

Governance rights within a tenure-initiating unit (TIU) at the local level will be determined by the TIU and will require a vote of its eligible faculty. Research ~~track~~ faculty will be eligible to serve on university committees and task forces but not on university governance committees.

Research ~~track~~ faculty will also be eligible to advise and supervise graduate and postdoctoral students and to be a principal investigator on extramural research grant applications. Approval to advise and supervise graduate students must be obtained from the graduate school as set forth in rule 3335-5-29 and detailed in the graduate school handbook.

Research ~~track~~ faculty will not be eligible to vote on the promotion and tenure of tenure-track faculty or ~~regular~~ clinical ~~track~~ faculty. (B/T 6/4/2004)

#### 3335-7-38 Transfers from the ~~tenure-tenure-track~~ faculty to the ~~regular~~ research track faculty.

A college, school or department may provide for the possibility of transfer from the tenure-~~track~~ faculty ~~track~~ to the research ~~track~~ faculty if appropriate to its circumstances and if provided for in the unit's appointments, promotion and tenure document. A unit that permits transfers must abide by the following:

(A) no change

(B) When a tenured faculty member transfers to the ~~regular~~ research ~~track~~ faculty, tenure is relinquished.

(C) no change

#### 3335-7-39 Transfers from the ~~regular~~-research ~~track~~ faculty to the tenure-~~track~~ faculty.

Transfers from the ~~regular~~ research ~~track~~ faculty to the ~~tenure-tenure-track~~ faculty are not permitted. However, ~~regular~~-research ~~track~~ faculty may apply for tenure-track positions and compete in regular national searches for such positions. (B/T 6/4/2004)

#### 3335-7-40 Oversight.

The office of academic affairs will submit an annual report to the university senate detailing the number, funding source, and TIU of ~~regular~~-research ~~track~~ faculty appointments that have been made the previous year. Also included in the report will be the conditions of the appointments including fiscal arrangements. In unusual circumstances, salaries of research ~~track~~ faculty may be paid on a temporary basis from funds other than those generated from tuition and subsidy. (B/T 6/4/2004, B/T 6/7/2005)

(APPENDIX LII)

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF  
THE OHIO STATE UNIVERSITY**

3335-73-01 through 3335-73-03 no change

[there is no 3335-73-04 subsection]

3335-73-05 Involuntary disability separation.

(A) through (D) no change

(E) ~~An employee on~~ Individuals reinstated after disability separation or disability retirement shall be reinstated to the same or similar position within a reasonable period of time after a written application for reinstatement. Reinstatement shall be in the jurisdiction in which they were employed when separated, except when implementing reasonable accommodations under the Americans with Disabilities Act requires reinstatement in another jurisdiction. Such application for reinstatement shall be filed within two years from the date of separation ~~and shall not be filed after the date the employee is eligible to retire based up on service in cases of disability separation or within five years in cases of OPERS disability retirement.~~ A complete reinstatement application must include a ~~certificate from a licensed practitioner designated by the university who has examined and verified that the employee is able to perform the essential functions of the job.~~ written request for reinstatement by the employee shall be accompanied by a return to work release by their treating physician. If the employee was granted disability retirement, a licensed practitioner designated by the public employee retirement board shall conduct the examination. Following reinstatement, the university may require the employee to submit to an examination by a licensed practitioner designated by the university to ensure that the employee can perform the essential functions of the job. The university shall pay for the examination. Following reinstatement, successful completion of reemployment screening is required. If an employee does not pass any screening, a hearing will be held to determine the employment action to be taken. (B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011)

3335-73-06 Voluntary disability separation.

First paragraph no change

(A) through (C) no change

(D) ~~An employee on~~ Individuals reinstated after disability separation or disability retirement shall be reinstated to the same or similar position within a reasonable period of time after a written application for reinstatement. Reinstatement shall be in the jurisdiction in which they were employed when separated, except when implementing reasonable accommodations under the Americans with Disabilities Act requires reinstatement in another jurisdiction. Such application for reinstatement shall be filed within two years from the date of separation ~~and shall not be filed after the date the employee is eligible to retire based up on service in cases of disability separation or within five years in cases of OPERS disability retirement.~~ A complete reinstatement

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~~application must include a certificate from a licensed practitioner designated by the university who has examined and verified that the employee is able to perform the essential functions of the job. The university shall pay for the examination. written request for reinstatement by the employee shall be accompanied by a return to work release by their treating physician. If the employee was granted disability retirement, a licensed practitioner designated by the public employee retirement board shall conduct the examination. Following reinstatement, the university may require the employee to submit to an examination by a licensed practitioner designated by the university to ensure that the employee can perform the essential functions of the job. The university shall pay for the examination. Following reinstatement, successful completion of reemployment screening is required. If an employee does not pass any screening, a hearing will be held to determine the employment action to be taken.~~ (B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011)

3335-73-07 no change

3335-89-01 Definition of terms.

First paragraph no change

(A) through (D) no change

(E) "Break in service" - leave university employment either voluntarily or involuntarily for any period of time.

~~(E)~~(F) "Certified status" - a classified civil service status obtained for a specific classification upon satisfactory completion of the applicable probationary period or, when there is no probationary period, upon completion of one hundred eighty days in the specific classification with satisfactory performance.

~~(F)~~(G) "Classification" - common name for a group of positions sufficiently related with respect to duties, responsibilities, authority and qualifications so that the same descriptive classification title and same pay range may be used for each.

~~(G)~~(H) "Classification plan" - a system of classifications or series of jobs, with a specification and pay range assignment for each classification.

~~(H)~~(I) "Classified civil service" - all positions with a title under the Ohio state university's classified civil service title group, found on the office of human resources web site. Any position not included in this group is not classified civil service.

~~(I)~~(J) "Day" - unless otherwise specified, "day" means one calendar day.

~~(J)~~(K) "Demotion" - placement of an employee in a classification that has a lower pay range than that previously held.

~~(K)~~(L) "Displace" or "displacement" - the exercise of the procedures outlined in Chapter 3335-81 of the Administrative Code.

~~(L)~~(M) "Emergency appointment" - an appointment to a position to meet an emergency situation, an exception from civil service rules, not to exceed a maximum of twelve months.

~~(M)~~(N) "For cause" – a type of termination from employment for one or more of the following reasons: incompetency, inefficiency, dishonesty, use or being under the influence of alcohol or illegal drugs at work or inappropriate use of prescription drugs, immoral conduct, insubordination, discourteous treatment of the public, neglect of duty, violation of university rules or policies, any other failure of good behavior, any other acts of misfeasance, malfeasance, or nonfeasance in office, or conviction of a felony.

~~(N)~~(O) "Full-time employment" - employment when the work schedule is normally forty hours per week.

~~(O)~~(P) "Intermittent employment" - an appointment which serves at the discretion of the appointing authority, is not eligible to obtain certification and when the employee works irregular hours or days on an as-needed basis.

~~(P)~~(Q) "Jurisdiction" - the limited location in which procedures for layoff, displacement, and reinstatement may be exercised. The Columbus campus – each college and unit as defined by university human resources policy; the medical center; each regional campus; and the agricultural technical institute and Ohio agricultural research and development center are each separate and distinct jurisdictions. Units located outside of Columbus in a county where a regional campus is located are part of that jurisdiction, otherwise, the jurisdiction is limited to that county only. Units located outside of Ohio are each their own jurisdiction.

~~(Q)~~(R) "Lack of funds" - a current or projected deficiency of funding to maintain current, or to sustain projected, levels of staffing and operations. A lack of funds shall be presumed for a position assigned to an employee who works under a grant if it is reduced or withdrawn.

~~(R)~~(S) "Lack of work" - current or projected decrease in workload that requires a reduction of current or projected staffing levels in the organization or its structure.

~~(S)~~(T) "Licensed practitioner" - a physician, psychiatrist, or psychologist who is licensed to perform medical or psychological examinations.

~~(T)~~(U) "Medical center" - includes the James cancer hospital and Solove research institute, office of health sciences and college of medicine, OSU Harding hospital, OSU primary care network, OSU rehabilitation services at Dodd hall, Ross heart hospital, shared services, specialty care network, university hospital and university hospital east.

~~(U)~~(V) "Original appointment" - an individual's first classified civil service appointment with the university.

~~(V)~~(W) "Part-time employment" - employment when the work schedule is normally less than forty hours per week.

~~(W)~~(X) "Pay range" - a division of a pay plan to which classifications are assigned.

~~(X)~~(Y) "Position" - a specific job requiring the performance of certain duties and responsibilities by an employee.

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~~(Y)~~(Z) "Preemployment screening" - process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks, and drug tests, and declaration of material assistance, among others.

~~(Z)~~(AA) "Probationary period" - a period of time at the beginning of an original appointment, a promotion, or a lateral change from one classification to another that constitutes a trial or testing period for the employee, during which the employee may be terminated or returned to the former classification.

~~(AA)~~(BB) "Promotion" - placement of an employee in a vacant position in a classification that has a higher pay range than that previously held.

~~(BB)~~(CC) "Reassignment" - an involuntary temporary or permanent move of employment within the same classification.

~~(CC)~~(DD) "Reclassification" - the act of changing the classification of an existing occupied position.

~~(DD)~~(EE) "Reduction in force" - a decrease in the number of positions at the university's initiative due to a lack of funds, lack of work, reasons of economy, or reorganization for efficiency.

(FF) "Reemployment screening" - process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks and drug tests, among others.

~~(EE)~~(GG) "Regular employment" - employment which customarily requires the services of an employee on a regularly scheduled and continuing basis.

~~(FF)~~(HH) "Reinstatement" - the act of returning a former employee to the same or similar position within the university classified civil service, following a period of not more than one year of separation; or not more than two years in cases of disability separation.

~~(GG)~~(II) "Reorganization for efficiency" - current or projected decrease in workload that requires a reduction of current or projected staffing levels in an organizational structure; change in the nature of the work or direction or purpose of the unit; or elimination of a unit.

~~(HH)~~(JJ) "Seasonal employment" - regular employment when the service reoccurs for a specified period of time during a particular time of the year.

~~(II)~~(KK) "Specification" - a composite of the duties and requirements of a classification.

~~(JJ)~~(LL) "Target hiring range" - is established prior to posting a position based upon budgeted funds for the position, identified skills and/or experience, salaries paid within the college or unit for similar positions, organizational scope and an assessment of the relevant competitive market. The target hiring range should normally have a spread of \$3,000 to \$8,000; the range may vary based on the circumstances at the time of posting.



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~~(KK)~~(MM) "Temporary employment" - an appointment that serves at the discretion of the appointing authority, is not eligible for certification, and:

- (1) Is for a limited duration;
- (2) Is for a specific project;
- (3) Augments regular staff due to increased work loads or staff shortages; or
- (4) Replaces a regular employee during an absence due to illness, leave of absence or vacation.

~~(LL)~~(NN) "Termination" - the involuntary ending of an employee's employment with the university.

~~(MM)~~(OO) "Transfer" - a voluntary move of employment as a result of an application for a different position.

~~(NN)~~(PP) "Unpaid leave" - a temporary separation from active pay status with the employee generally retaining employment status and seniority. (B/T 6/14/82, 6/22/97, 1/2/98, 7/1/01, 6/5/2009, 10/29/2009. 2/5/2010, 4/8/2011)

**The Ohio State University  
Office of Human Resources**

**Summary of Proposed Revisions of the Classified Civil Service Rules**

The Ohio State University Office of Human Resources has prepared proposed amendments, deletions, and additions to the rules that govern classified civil service (CCS) employment at the university. The CCS rules were last revised in total in 2011. Since 2011, various changes have occurred that necessitate further revision of these rules.

**Revisions**

Following is a brief explanation of all changes made to the rules.

**Chapter 73: Leave Policies**

3335-73-05 Involuntary disability separation and 3335-73-06 Voluntary disability separation.

- Reinstatement from involuntary and voluntary disability separation shall be in the jurisdiction in which they were employed when separated, except when implementing reasonable accommodations under the Americans with Disabilities Act requires reinstatement in another jurisdiction.
- Application for reinstatement shall be filed within five years in cases of OPERS disability retirement.
- Reinstatement may be filed after the date the employee is eligible to retire based up on service.
- The written request for reinstatement by the employee must be accompanied by a return to work release by their treating physician.
- Following reinstatement, the university may require the employee to submit to an examination by a licensed practitioner designated by the university to ensure that the employee can perform the essential functions of the job.
- Following reinstatement, successful completion of reemployment screening is required. If an employee does not pass any screening, a hearing will be held to determine the employment action to be taken.

**Chapter 89: Definition of terms**

Added new definitions:

- Break in service – leave university employment either voluntarily or involuntarily for any period of time.
- Reemployment screening – process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks and drug tests, among others.

Updated a definition to remove reference to the Declaration of Material Assistance, no longer required by state law:

- Preemployment screening – process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks and drug tests, among others.

## **Classified Civil Service (CCS) and the Rules Change Process**

### **Classified Civil Service Staff at Ohio State**

According to Office of Human Resources' (OHR) Employee Statistical Summary for autumn 2012, Ohio State had 42,505 employees; 5,211 were in the classified civil service. All CCS positions are listed on the OHR Job Classifications website at <http://hr.osu.edu/statistics/titledck/index.aspx>.

CCS employees who are certified in their positions (successfully completed probationary period) are entitled to certain job-related property rights. These property rights require that appropriate due process measures are in place, with an adequate appeals process, before an employee can be demoted, subjected to job abolishment or layoff, placed on leave for disciplinary purposes, or terminated for appropriate cause.

### **Classified Civil Service Rules**

Classified Civil Service Rules provide the framework for CCS employment at Ohio State; further detail is provided through Office of Human Resources policies and their associated documents. Rules are subject to adoption by the Board of Trustees and become a part of the Ohio Administrative Code (section 3335).

CCS Rules can be found at <http://hr.osu.edu/Policy/CCS/index.aspx>

Human Resources Policies can be found at <http://hr.osu.edu/policy/>

### **Classified Civil Service Rules Amendment Process**

In December 2006, the Ohio General Assembly passed Substitute House Bill 187, an effort to reform Ohio's laws governing civil service employment. This Act gives our Board of Trustees the authority to amend provisions of CCS rules governing Ohio State employees. All CCS Rules are promulgated in accordance with section 111.15 of the Ohio Revised Code.

The Office of Human Resources has a strong commitment to an inclusive and transparent rules change process. The process OHR follows for CCS rules amendments is as follows:

1. Draft rules changes.
2. Review with the Office of Legal Affairs.
3. Share rules with Communications Workers of America, required by contract at least 45 days prior to public hearing date (Board of Trustees meeting).
4. Publish rules on OHR website for three weeks; announce in OSUToday; send email memo describing the proposed changes and soliciting feedback to all CCS staff, their managers, and human resource professionals.
5. Refine the proposed rules as appropriate, based on feedback.
6. Review final rules with the Office of Legal Affairs.
7. Submit to the Board of Trustees for approval. After approval, the Board Office submits to the Legislative Service Commission of Ohio.
8. Update policies and practices as needed.
9. Implement rules, policies, and practice changes on the effective date as needed.
10. Provide training and education on new rules, policies, and practices as needed.

(APPENDIX LIII)



THE OHIO STATE  
UNIVERSITY

Ohio State University Wexner Medical Center Board  
Governance Framework

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I. **Membership**

- a. **The Ohio State University Wexner Medical Center Board shall be composed of 13 to 15 voting members:**
  - i. **Four to Five [4 to 5] University Trustees** appointed annually by the Chair of the University Board of Trustees
  - ii. **Up to Six [6] Community Members** nominated by the Chair of the University Board of Trustees, in consultation with the President and the Chair of the Governance Committee, and approved by the University Board of Trustees.
    - 1. Two-year term [initial composition may be staggered with one and two-year terms to ensure rolling membership] with no right to re-appointment.
    - 2. Two year maximum term limit [three year limit for initial board members]
    - 3. Community members with national expertise in health care and/or sophisticated business expertise will be sought.
  - iii. **Four [4] Ex-officio members, with vote:**
    - 1. Chair of the University Board of Trustees
    - 2. University President
    - 3. Senior Vice President for Health Sciences
    - 4. Chief Financial Officer of the University
- b. In addition, the following University officials shall be **ex-officio non-voting members** of the University Wexner Medical Center Board:
  - i. Dean, College of Medicine
  - ii. CEO, James Cancer Hospital
  - iii. CEO of the University Faculty Group Practice

II. **Officers**

- a. The officers of the University Wexner Medical Center Board shall be members of the University Wexner Medical Center Board and shall consist of a Chair and such other officers as the University Wexner Medical Center Board shall deem advisable.
  - i. **Chair**
    - 1. Nominated by the Chair of the University Board of Trustees, in consultation with the President, and approved by the University Board of Trustees.
    - 2. Term shall be two years, non-renewable.
    - 3. The Chair shall have specific skills and qualifications including, but not limited to: prior experience leading a board and demonstrated experience in business management.

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**III. Committees**

**a. The Board shall approve the appointment of an Executive Committee, Finance Committee, and Quality and Professional Affairs Committee.**

**i. Executive Committee**

1. Comprised of Chair and the Chair of each standing committee of the Board
2. Meets as necessary
3. Duties include providing strategic advice to the Board and setting the Board agenda
4. May transact business of the Board between regular meetings of the Board as the Board authorizes, including, but not limited to:
  - a. Oversight for continued operations of all hospitals, clinics, Medical Center system plans and medical services

**ii. Finance**

1. Shall be responsible for reviewing and evaluating the financial results, plans, and audits of the Medical Center and its component entities for the purpose of assessing the overall financial risks and capacities of the Medical Center and the congruity of the financial management, plans and objectives of the Medical Center.
2. Also includes oversight of:
  - a. Monitoring financial performance including achievement of financial goals and targets approved by the University Wexner Medical Center Board and University Board of Trustees
  - b. Reviewing and recommendation of operating and capital budgets to the University Wexner Medical Center Board and University Board of Trustees
  - c. Audit and compliance functions
  - d. Facilities and technology functions

**iii. Quality and Professional Affairs**

1. Shall be responsible for:
  - a. Reviewing and evaluating the patient safety and quality programs of the Medical Center
  - b. Overseeing all patient care activity
  - c. Monitoring quality assurance performance
  - d. Monitoring the achievement of accreditation and licensure requirements
  - e. Reviewing and recommending to the University Wexner Medical Center Board changes to the medical staff bylaws, rules and regulations
  - f. Reviewing and approving membership and granting appropriate clinical privileges
  - g. Conducting peer review activities and recommending professional review actions.
  - h. Other areas necessary to maintain continuity of operations

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2. Meets monthly
3. May include non-Board member committee membership
- b. Other Special or Ad-hoc Committees of the Board may be established by the Board as needed.
- c. Disposition of Hospital Boards
  - i. University Wexner Medical Center Board to review and recommend changes to University Board of Trustees

**IV. Powers and Duties of the University Wexner Medical Center Board**

**a. Scope of Authority & Oversight**

- i. All Hospitals and clinics
- ii. Faculty Group Practice
- iii. Network of primary & specialty practices
- iv. Laboratories [clinical and research]
- v. Medical Center Signature Programs

**b. Governance Powers & Duties**

- i. Subject to the University Board of Trustees ultimate authority, consistent with the Board's duty to advise the University Board of Trustees, and within University Board of Trustees-approved guidelines, the Board has responsibility for the following governance powers and duties:
  1. Development and strategic allocation of resources [within University-defined parameters]
    - a. Operations
    - b. Financial management
    - c. Space and facilities management
    - d. Human Resources
    - e. Technology
    - f. Oversight and management of current and future affiliations, partnerships, and/or strategic business opportunities as approved by the University Board of Trustees
  2. Planning and delivery of medical services (and physician services)
    - a. Patient care
    - b. Quality assurance programs
    - c. Patient safety
    - d. Accreditation and licensure
  3. Medical and Health Sciences Staffs
    - a. Credentialing and delegated credentialing services
    - b. Medical Staff appointments
    - c. Clinical privileges
    - d. Medical Staff operations
    - e. Approval, adoption, and amendment of staff bylaws and rules and regulations
    - f. Conducting peer review and professional review actions for Medical Staff and credentialed providers
  4. Monitoring the implementation of the University Medical Center compliance and integrity programs as adopted by the Board of Trustees
  5. Review, approval, and monitoring of the Medical Center's strategic plan
  6. Advise and recommend to the University Board of Trustees about entering into certain strategic business opportunities including:

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- a. Partnerships
  - b. Affiliations
  - c. Joint ventures
  - d. Joint operating agreements
  - e. Mergers
  - f. Acquisitions
7. Advise and recommend to the University Board of Trustees changes to University Wexner Medical Center Board bylaws
8. Advise and present to the University Board of Trustees for approval:
  - a. Medical Center Mission, Vision, Goals
  - b. Annual Medical Center Strategic plan
  - c. Annual capital and operating budgets
9. Advise the University Board of Trustees regarding the creation of or changes to research centers and institutes
10. Advise the Provost and/or University Board of Trustees regarding the creation of or changes to the conferring of degree programs, majors, minors, certificates, etc.
11. Advise the University regarding the creation of affiliated entities
12. Advise the University Board of Trustees regarding the issuance of new debt, determining borrowing limits and approval of any significant financial investments
13. Advise the University Board of Trustees regarding the acquisition and sale of real estate
- ii. Delegation that University Wexner Medical Center Board is authorized and designated to act as the governing body on behalf of the University for licensing, accreditation, compliance, quality of medical services and related purposes for all of the hospitals and clinics of the University.
- c. **Relationship of the Medical Center to academic and research programs of the Health Sciences Academic Programs**
  - i. The University Board of Trustees shall have exclusive governing authority over the academic and research programs of the medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs.
  - ii. The health sciences schools and colleges, including the college of medicine, carry out a significant portion of their educational and research activity in Medical Center facilities. The University Wexner Medical Center Board shall assure that the programs of the health sciences schools and colleges and the college of medicine are fully and effectively supported in their collaboration with the Medical Center's patient and clinical care programs.
- d. **Annual Reports to the University Board of Trustees**
  - i. The University Wexner Medical Center Board shall report to the University Board of Trustees on the following topics on an annual basis:
    1. **Annual Compliance Report** on the effectiveness of Medical Center Compliance and Integrity programs

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- 2. **Annual Patient Safety and Quality Report** on the quality data, patient safety, and performance improvement plans
    - 3. **Annual Financial Report** on the financial condition of the Medical Center
  - e. **Chair of the Wexner Medical Center Board will provide a report/update as part of the Committee reports at every University Board of Trustees meeting**
- V. **Meetings of the Full Board**
  - a. **Quorum**
    - i. Majority of the Voting Members, including three University Trustees
  - b. At minimum, the full Board will meet 5-6 times per year, including one annual retreat, and will correspond with dates for the University Board of Trustees meetings as closely as possible
  - c. Ohio Open meetings law will apply to these proceedings
  - d. Executive Session shall be comprised of only the board's voting members, unless otherwise determined by the Board
  - e. Staffed by the University Board of Trustees Office
    - i. Support from Medical Center staff



(APPENDIX LIV)

**PERSONNEL ACTIONS** (contd)

Appointments/Reappointments of Chairpersons/Directors

MARK A. BENDER, Chair, Department of East Asian Languages and Literatures effective September 1, 2013 through August 31, 2017

MARY A. BEECHER, Chair, Department of Design effective August 1, 2013 through August 31, 2017

L. MARK BERLINER, Chair, Department of Statistics effective July 1, 2011 through September 30, 2015

BERNHARD FISCHER,\*\* Interim Chair, Department of Germanic Languages and Literatures effective September 1, 2013 through July 31, 2014

DOROTA A. GREJNER-BRZEZINSKA, Chair, Department of Civil, Environmental and Geodetic Engineering effective June 1, 2013 through May 31, 2017

YANA HASHAMOVA, Chair, Department of Slavic and East European Languages and Cultures effective August 1, 2013 through August 31, 2017

ROBERT S.D. HIGGINS, Chair, Department of Surgery effective April 1, 2013 through June 30, 2016

MICHAEL IBBA, Chair, Department of Microbiology effective September 1, 2013 through August 31, 2017

GUISELA LATORRE, Acting Chair, Department of Women's, Gender and Sexuality Studies effective June 1, 2013 through July 31, 2013

ELIZABETH A. MARSCHALL, Chair, Department of Evolution, Ecology and Organismal Biology effective July 1, 2013 through August 31, 2017

GLENN A. MARTINEZ, Chair, Department of Spanish and Portuguese effective July 1, 2013 through August 31, 2017

MICHAEL J. MERCIL, Interim Chair, Department of Art effective July 1, 2013 through June 30, 2014

W. JERRY MYSIW, Chair, Department of Physical Medicine and Rehabilitation effective April 1, 2013 through June 30, 2016

JEFF S. SHARP, Interim Director, School of Environment and Natural Resources effective June 1, 2013 through May 31, 2015

WILLIAM W. TASCHEK, Interim Chair, Department of Philosophy effective June 1, 2013 through June 30, 2014

KEVIN T. VAN BLADEL, Chair, Department of Near Eastern Languages and Cultures effective August 1, 2013 through August 31, 2017

JENNIFER WILLGING, Chair, Department of French and Italian effective July 1, 2012 through August 31, 2016

\*\* Reappointments

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Professional Improvement Leaves

ADELEKE ADEKO, Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

ERIC A. BRAATEN, Professor, Department of Physics effective Autumn Semester 2014

MALCOLM H. CHISHOLM, Distinguished University Professor, Department of Chemistry and Biochemistry effective Autumn Semester 2013

SARAH R. COLE, Professor, The Moritz College of Law effective Spring Semester 2014

PETER S. CURTIS, Professor, Department of Evolution, Ecology and Organismal Biology effective Autumn 2013 and Spring 2014

ANAND DESAI, Professor, John Glenn School of Public Affairs effective Autumn Semester 2013

LISA J. DOWNING, Professor, Department of Philosophy effective Autumn Semester 2013 and Spring Semester 2014

A. RICHARD DUTTON, Professor, Department of English effective Autumn Semester 2013

MATTHEW D. GOLDISH, Professor, Department of History effective Autumn Semester 2013 and Spring Semester 2014

JAVIER GUTIÉRREZ-REXACH, Professor, Department of Spanish and Portuguese effective Spring Semester 2014

SUSAN B. HADLEY, Professor, Department of Dance effective Autumn Semester 2013

JOHN M. HELLMANN, Professor, Department of English (Lima) effective Autumn Semester 2013

JOAN M. HERBERS, Professor, Department of Evolution, Ecology and Organismal Biology effective Autumn Semester 2013 and Spring Semester 2014

IVO HERZOG, Professor, Department of Mathematics (Lima) effective Autumn Semester 2013

SAMIR D. MATHUR, Professor, Department of Physics effective Autumn Semester 2013

ROBERT J. MCMAHON, Professor, Department of History effective Autumn Semester 2013

CHRISTOPHER L. MILLER, Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester 2014

NANCY A. NEEF, Professor, Department of Educational Studies effective Spring Semester 2014

GEORGE E. NEWELL, Professor, School of Teaching and Learning effective Autumn Semester 2013

June 7, 2013 meeting, Board of Trustees

ANIL K. PRADHAN, Professor, Department of Astronomy effective Spring Semester 2014

KENNETH E. RINALDO, Professor, Department of Art effective Autumn 2013 and Spring Semester 2014

ROBERT J. STANTON, Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester 2014

SALEH A. TANVEER, Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester 2014

HUGH B. URBAN, Professor, Department of Comparative Studies effective Autumn Semester 2013 and Spring Semester 2014

HENDRIK VERWEIJ, Professor, Department of Materials Science and Engineering effective Spring Semester 2014

THOMAS H. WELLS, Professor, School of Music effective Autumn Semester 2013

DONALD C. WINFORD, Professor, Department of Linguistics effective Spring Semester 2014

DOUGLAS E. ALSDORF, Associate Professor, School of Earth Sciences effective Autumn Semester 2013 and Spring Semester 2014

JANET A. BEST, Associate Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester, 2014

STANLEY E. BLAKE, Associate Professor, Department of History (Lima) effective Spring Semester 2014

SNJEZANA BUZOV, Associate Professor, Department of Near Eastern Languages and Cultures effective Autumn Semester 2013 and Spring Semester 2014

JOSE A. CABRAL, Associate Professor, Department of Chemistry and Biochemistry (Newark) effective Autumn Semester 2013

BENJAMIN D. CAPLAN, Associate Professor, Department of Philosophy effective Autumn Semester 2013

RAY D. CASHMAN, Associate Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

MARYMEGAN DALY, Associate Professor, Department of Evolution, Ecology and Organismal Biology effective Autumn Semester 2013

JOHN E. DAVIDSON, Associate Professor, Department of Germanic Languages and Literature effective Autumn Semester 2013

ANA M. DEL SARTO, Associate Professor, Department of Spanish and Portuguese effective Autumn Semester 2013

LILIA FERNANDEZ, Associate Professor, Department of History effective Autumn Semester 2013 and Spring Semester 2014

RYAN J. FRIEDMAN, Associate Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

June 7, 2013 meeting, Board of Trustees

DORINDA J. GALLANT, Associate Professor, Department of Educational Studies effective Autumn Semester 2013

THOMAS R. HAWKINS, Associate Professor, Department of Classics effective Autumn Semester 2013

SARAH-GRACE HELLER, Associate Professor, Department of French and Italian effective Autumn Semester 2013 and Spring Semester 2014

MERRILL KAPLAN, Associate Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

OUSMAN M. KOBO, Associate Professor, Department of History effective Spring Semester 2014

MORGAN Y. LIU, Associate Professor, Department of Near Eastern Languages and Cultures effective Autumn Semester 2013 and Spring Semester 2014

MANUEL L. MARTINEZ, Associate Professor, Department of English effective Spring Semester 2014

KORITHA MITCHELL, Associate Professor, Department of English effective Spring Semester 2014

SEAN L. O'SULLIVAN, Associate Professor, Department of English effective Spring Semester 2014

DANIELLE O. PYUN, Associate Professor, Department of East Asian Languages and Literatures effective Autumn Semester 2013 and Spring Semester 2014

ABRAHAM S. ROTH, Associate Professor, Department of Philosophy effective Autumn Semester 2013 and Spring Semester 2014

PATRICIA S. SIEBER, Associate Professor, Department of East Asian Languages and Literatures effective Autumn Semester 2013 and Spring Semester 2014

SUZANNE M. SILVER, Associate Professor, Department of Art effective Autumn Semester 2013 and Spring Semester 2014

CARMEN TALEGHANI-NIKAZM, Associate Professor, Department of Germanic Languages and Literatures effective Spring Semester 2014

MARY E. THOMAS, Associate Professor, Department of Women's, Gender and Sexuality Studies effective Autumn Semester 2013 and Spring Semester 2014

DONALD Y. YAU, Associate Professor, Department of Mathematics (Newark) effective Spring Semester 2014

#### Professional Improvement Leave – Cancellations

JANE MURPHY, Associate Professor, Knowlton School of Architecture effective Spring Semester 2014

#### Professional Improvement Leave – Changes

IMED DAMI, Associate Professor, Department of Horticulture and Crop Science, changed from Spring Semester 2013 and Summer Term 2013 to Spring Semester 2013

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CAEZILIA LOIBL, Associate Professor, Department of Human Sciences changed from Autumn Semester 2014, Spring Semester 2015 and Summer Term 2015 to Spring Semester 2015, Summer Term 2015 and Autumn Semester 2015

Leave of Absence without Salary

CAEZILIA LOIBL, Associate Professor, Department of Human Sciences effective Spring Semester 2014, Summer Term 2014 and Autumn Semester 2014; to start the Marie Curie Fellowship

Emeritus Titles

GORDON J. AUBRECHT II, Department of Physics (Marion) with the title Professor Emeritus effective June 1, 2013

WILLIAM I. AUSICH, Department of Earth Sciences with the title Professor Emeritus effective July 1, 2013

LEONA W. AYERS, Department of Pathology with the title Professor Emeritus effective July 1, 2013

VICENTE CANTARINO, Department of Spanish and Portuguese with the title Professor Emeritus effective July 1, 2013

MARTHA C. COOPER, Department of Marketing and Logistics with the title Professor Emeritus effective June 1, 2013

CRAIG B. DAVIS, School of Environment and Natural Resources with the title Professor Emeritus effective June 1, 2013

EARL F. EPSTEIN, School of Environment and Natural Resources with the title Professor Emeritus effective June 1, 2013

PATRICIA J. FLOWERS, School of Music with the title Professor Emeritus effective August 1, 2013

SYLVAN G. FRANK, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

DONNA J. GUY, Department of History with the title Professor Emeritus effective September 1, 2013

W. JAMES HARPER, Department of Food Science and Technology with the title Professor Emeritus effective September 1, 2013

DONALD C. HUBIN, Department of Philosophy with the title Professor Emeritus effective June 1, 2013

KATHRYN A. JAKES, Department of Human Sciences with the title Professor Emeritus effective July 1, 2013

ROY A. KOENIGSKNECHT, Department of Speech and Hearing Science with the title Professor Emeritus effective June 1, 2013

DENNIS B. MCKAY, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

JERRY R. MENDELL, Department of Pediatrics with the title Professor Emeritus effective July 1, 2013

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ANTONIO G. MENDOZA, Department of Art with the title Professor Emeritus effective June 1, 2013

CAROLYN J. MERRY, Department of Civil, Environmental and Geodetic Engineering with the title Professor Emeritus effective June 1, 2013

BRUCE P. MEYER, Department of Pediatrics with the title Professor Emeritus-Clinical effective June 1, 2013

GRANT MORROW, Department of Pediatrics with the title Professor Emeritus effective June 1, 2013

MYROSLAVA M. MUDRAK, Department of History of Art with the title Professor Emeritus effective June 1, 2013

MILAP C. NAHATA, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

KWAME OSEI, Department of Internal Medicine with the title Professor Emeritus effective July 1, 2013

ROGER J. OUBRERIE, Knowlton School of Architecture with the title Professor Emeritus effective June 1, 2013

BRUCE R. PATTON, Department of Physics with the title Professor Emeritus effective July 1, 2013

DENNIS K. PEARL, Department of Statistics with the title Professor Emeritus effective July 1, 2013

DALE K. VANKLEY, Department of History with the title Professor Emeritus effective September 1, 2013

ARTHUR L. WHITE, Department of Teaching and Learning with the title of Professor Emeritus effective June 1, 2013

WILLIAM E. WOLFE, Department of Civil, Environmental and Geodetic Engineering with the title Professor Emeritus effective June 1, 2013

RICHARD W. HALL, Department of Evolution, Ecology and Organismal Biology with the title Associate Professor Emeritus effective June 1, 2013

JOHN L. HEYWOOD, School of Environment and Natural Resources with the title Associate Professor Emeritus effective July 1, 2013

JOSEPH KOVACH, Department of Entomology (Wooster) with the title Associate Professor Emeritus effective July 1, 2013

HELEN M. MARKS, Department of Educational Studies with the title Associate Professor Emeritus effective June 1, 2013

WILLIAM M. MASTERS, Department of Evolution, Ecology and Organismal Biology with the title Associate Professor Emeritus effective June 1, 2013

LEO M. SCHMALL, Department of Veterinary Clinical Sciences with the title Associate Professor Emeritus effective July 1, 2013

MARY W. SCOTT, University Libraries with the title Associate Professor Emeritus effective June 1, 2013

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KATHY L. JELLEY, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2013

JANE M. MCMASTER, University Libraries with the title Assistant Professor Emeritus effective July 1, 2013

SHERYL A. NICKLES, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2013

STEPHEN D. SCHUMACHER, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2013

Promotions, Tenure and Reappointments

**COLLEGE OF THE ARTS AND SCIENCES  
DIVISION OF ART AND HUMANITIES**

PROMOTION TO PROFESSOR

Bender, Mark, East Asian Languages and Literatures effective September 1, 2013

Brintlinger, Angela, Slavic and East European Languages and Cultures effective September 1, 2013

Caplan, Benjamin, Philosophy effective September 1, 2013

Conklin, Alice, History effective September 1, 2013

Florman, Lisa, History of Art effective September 1, 2013

Haidt, Rebecca, Spanish and Portuguese effective September 1, 2013

Hashamova, Yana, Slavic and East European Languages and Cultures effective September 1, 2013

Podalsky, Laura, Spanish and Portuguese effective September 1, 2013

Powell, Susan, School of Music effective September 1, 2013

Shaw, Stephanie, History effective September 1, 2013

Shelton, Andrew, History of Art effective September 1, 2013

Valentine, Edward, Art, Lima effective September 1, 2013

Wu, Judy, History effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Beach, Alison, History effective September 1, 2013

Campos-Astorkiza, Rebeka, Spanish and Portuguese effective September 1, 2013

Crosby, Sara, English, (Marion) effective September 1, 2013

Delgadillo, Theresa, Comparative Studies effective September 1, 2013

Helfferich, Tryntje, History, (Lima) effective September 1, 2013

Higginbotham, Jennifer, English effective September 1, 2013

Keller, Daniel, English, (Newark) effective September 1, 2013

Malkmus, Bernhard, Germanic Languages and Literatures effective September 1, 2013

Mergenthaler, A. May, Germanic Languages and Literatures effective September 1, 2013

Munteanu, Dana, Classics, (Newark) effective September 1, 2013

Puga, Ana, Theatre effective September 1, 2013

Rudoff, Mark, School of Music effective September 1, 2013

Skinner, Carolyn, English, Mansfield effective September 1, 2013

**DIVISION OF NATURAL AND MATHEMATICAL SCIENCES**

PROMOTION TO PROFESSOR

Alfonzo, Juan, Microbiology effective September 1, 2013

Alsdorf, Douglas, School of Earth Sciences effective September 1, 2013

Gaudi, B. Scott, Astronomy effective September 1, 2013

Klumpen, Johannes, Evolution, Ecology and Organismal Biology effective September 1, 2013

Kubatko, Laura, Statistics effective September 1, 2013

Schaffrin, Burkhard, School of Earth Sciences effective September 1, 2013

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**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Castravet, Ana-Maria, Mathematics effective September 1, 2013  
Hamilton, Ian, Evolution, Ecology and Organismal Biology effective September 1, 2013  
Herbei, Radu, Statistics effective September 1, 2013  
Holowsinsky, Roman, Mathematics effective September 1, 2013  
Jackman, Jane, Chemistry and Biochemistry effective September 1, 2013  
Lamb, Rebecca, Molecular Genetics effective September 1, 2013  
Ludsin, Stuart, Evolution, Ecology and Organismal Biology effective September 1, 2013  
Magliery, Thomas, Chemistry and Biochemistry effective September 1, 2013  
Roman, Cosmin, Mathematics, (Lima) effective September 1, 2013  
Wu, Jian-Qiu, Molecular Genetics effective September 1, 2013

**DIVISION OF SOCIAL AND BEHAVIORAL SCIENCES**

**PROMOTION TO PROFESSOR**

Hayes, Andrew, School of Communication effective September 1, 2013  
Healy, Eric, Speech and Hearing Science effective September 1, 2013  
Kurtz, Marcus, Political Science effective September 1, 2013  
Lecavalier, Luc, Psychology effective September 1, 2013  
Mansfield, Becky, Geography effective September 1, 2013  
Tylka, Tracy, Psychology, (Marion) effective September 1, 2013

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Carroll, Patrick, Psychology, (Lima) effective September 1, 2013  
Cheavens, Jennifer, Psychology effective September 1, 2013  
Garrett, R. Kelly, School of Communication effective September 1, 2013  
Leite, Fabio, Psychology, (Lima) effective September 1, 2013  
Martens, Marilee, Psychology, (Newark) effective September 1, 2013  
Mazzocco, Philip, Psychology, (Mansfield) effective September 1, 2013  
Moritz, Matthijs, Anthropology effective September 1, 2013  
Moyer-Guse, Emily, School of Communication effective September 1, 2013

**PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE**

Wang, Zheng, School of Communication effective September 1, 2013  
[tenure will be granted once Permanent Residence is achieved]

**COLLEGE OF DENTISTRY**

**PROMOTION TO PROFESSOR**

Nusstein, John effective September 1, 2013

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Bailey, Michael effective September 1, 2013  
Kim, DoGyoon effective September 1, 2013  
Sun, Zongyang effective September 1, 2013

**COLLEGE OF DENTISTRY  
REGULAR CLINICAL**

**PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT**

Kumar, Ashok effective September 1, 2013 and September 1, 2014

**REAPPOINTMENT**

Hall, David effective September 1, 2014  
Kennedy, Kelly effective September 1, 2014  
McNamara, Kristin effective September 1, 2014  
Peregrina, Alejandro effective September 1, 2014  
Reed, Daniel effective September 1, 2014  
Stefanik, Dawne effective September 1, 2014



## **COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

### **PROMOTION TO PROFESSOR**

Anderman, Lynley, Educational Studies effective September 1, 2013  
Blackburn, Mollie, Teaching and Learning effective September 1, 2013  
Erchick, Diana, Teaching and Learning, (Newark) effective September 1, 2013  
Jones, Susan, Educational Studies effective September 1, 2013  
Katz, Laurie, Teaching and Learning effective September 1, 2013  
Kinloch, Valerie, Teaching and Learning effective September 1, 2013  
Trundle, Kathy, Teaching and Learning effective September 1, 2013

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Buettner, Cynthia, Human Sciences effective September 1, 2013  
Lee, Young Ah, Teaching and Learning, (Lima) effective September 1, 2013  
Moore, Leslie, Teaching and Learning effective September 1, 2013

## **COLLEGE OF ENGINEERING**

### **PROMOTION TO PROFESSOR**

Davis, James, Computer Science and Engineering effective September 1, 2013  
Schniter, Philip, Electrical and Computer Engineering effective September 1, 2013  
Xuan, Dong, Computer Science and Engineering effective September 1, 2013

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Eryilmaz, Atilla, Electrical and Computer Engineering effective September 1, 2013  
Gregory, James, Mechanical and Aerospace Engineering effective September 1, 2013  
Guan, Jianjun, Materials Science and Engineering effective September 1, 2013  
Khalil, Waleed, Electrical and Computer Engineering effective September 1, 2013  
Koksal, Can Emre, Electrical and Computer Engineering effective September 1, 2013  
Lara, Jesus, Knowlton School of Architecture effective September 1, 2013  
Myers, Roberto, Materials Science and Engineering effective September 1, 2013  
Qin, Feng, Computer Science and Engineering effective September 1, 2013  
Rajan, Siddharth, Electrical and Computer Engineering effective September 1, 2013  
Siston, Robert, Mechanical and Aerospace Engineering effective September 1, 2013  
Wang, Jin, Electrical and Computer Engineering effective September 1, 2013  
Wang, Junmin, Mechanical and Aerospace Engineering effective September 1, 2013

## **COLLEGE OF ENGINEERING REGULAR CLINICAL**

### **PROMOTION TO PROFESSOR-CLINICAL**

Juhas, Mary, Materials Science and Engineering effective September 1, 2013

### **REAPPOINTMENT**

Ramnath, Rajiv, Computer Science and Engineering effective September 1, 2014  
Scaccia, Carlo, Chemical and Biomolecular Engineering effective September 1, 2014

### **PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT**

Rueggsegger, Mark, Biomedical Engineering effective September 1, 2013 and  
September 1, 2014

## **COLLEGE OF ENGINEERING REGULAR RESEARCH**

### **REAPPOINTMENT**

Burkholder, Robert, Electrical and Computer Engineering effective October 1, 2013  
Ertin, Emre, Electrical and Computer Engineering effective October 1, 2013  
Gupta, Inder, Electrical and Computer Engineering effective October 1, 2013

June 7, 2013 meeting, Board of Trustees

### **MAX M. FISHER COLLEGE OF BUSINESS**

#### **PROMOTION TO PROFESSOR**

Greenberger, David, Management and Human Resources effective September 1, 2013  
Mittendorf, Brian, Accounting and Management Information Systems effective September 1, 2013

#### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Ben-David, Itzhak, Finance effective September 1, 2013  
Erel, Isil, Finance effective September 1, 2013  
Gray, John, Management Sciences effective September 1, 2013  
Lount Jr., Robert, Management and Human Resources effective September 1, 2013  
Naylor, Rebecca, Marketing and Logistics effective September 1, 2013  
Sensoy, Berk, Finance effective September 1, 2013  
Van Buskirk, Andrew, Accounting and Management Information Systems effective September 1, 2013

### **MAX M. FISHER COLLEGE OF BUSINESS REGULAR CLINICAL**

#### **PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT**

Pinteris, George, Finance effective September 1, 2013 and September 1, 2014

#### **REAPPOINTMENT**

Rucci, Anthony, Management and Human Resources effective September 1, 2014

### **COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES**

#### **PROMOTION TO PROFESSOR**

Francis, David, Horticulture and Crop Science effective September 1, 2013  
Goebel, Patrick, School of Environment and Natural Resources effective September 1, 2013  
Jones, Susan, Entomology effective September 1, 2013  
Kaletunc, Gonul, Food, Agricultural and Biological Engineering effective September 1, 2013  
Kleinhenz, Matthew, Horticulture and Crop Science effective September 1, 2013  
Martin, Jay, Food, Agricultural and Biological Engineering effective September 1, 2013  
Mathers, Hannah, Horticulture and Crop Science effective September 1, 2013  
Sneller, Clay, Horticulture and Crop Science effective September 1, 2013

#### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Bruskotter, Jeremy, School of Environment and Natural Resources effective September 1, 2013  
Civittolo, David, OSUE County Operations effective September 1, 2013  
Cole, Kimberly, Animal Sciences effective September 1, 2013  
Ezeji, Thaddeus, Animal Sciences effective September 1, 2013  
Flad, Jonathan, ATI- Administrative Support effective September 1, 2013  
Hostetler, Kimberly, ATI- Administrative Support effective September 1, 2013  
Jasinski, James, OSUE County Operations effective September 1, 2013  
Jepsen, Shelly, Food, Agricultural and Biological Engineering effective September 1, 2013  
Li, Jianrong, Food Science and Technology effective September 1, 2013  
McCutcheon, Jefferson, OSUE County Operations effective September 1, 2013  
Michel, Andrew, Entomology effective September 1, 2013  
Selvaraj, Ramesh, Animal Sciences effective September 1, 2013  
Wilkins, Jacqueline, OSUE Administration effective September 1, 2013  
Wilson, Robyn, School of Environment and Natural Resources effective September 1, 2013

June 7, 2013 meeting, Board of Trustees

**PROMOTION TO ASSOCIATE PROFESSOR [ALREADY HAS TENURE]**

Goard, Linnette, OSUE County Operations effective September 1, 2013

**PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE**

Chen, Qian, Food, Agricultural and Biological Engineering effective September 1, 2013  
[tenure will be granted once Permanent Residence is achieved]

**COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES  
REGULAR RESEARCH**

**REAPPOINTMENT**

Witter, Jonathan, Food, Agricultural and Biological Engineering effective September 1, 2014

**JOHN GLENN SCHOOL OF PUBLIC AFFAIRS**

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Boardman, Paul Craig effective September 1, 2013

Moulton, Stephanie effective September 1, 2013

**COLLEGE OF LAW**

**PROMOTION TO PROFESSOR**

Cohen, Amy effective September 1, 2013

Davidoff (Solomon), Steven effective September 1, 2013

**COLLEGE OF MEDICINE**

**PROMOTION TO PROFESSOR**

Clark, Kelly, Pediatrics effective September 1, 2013

Jakeman, Lyn, Physiology and Cell Biology effective September 1, 2013

Janssen, Paul, Physiology and Cell Biology effective September 1, 2013

Kaur, Balveen, Neurological Surgery effective September 1, 2013

Larsen, Deborah, School of Health and Rehabilitation Sciences effective September 1, 2013

Mauger, Thomas, Ophthalmology effective September 1, 2013

McHugh, Kirk, Pediatrics effective September 1, 2013

Shah, Manisha, Internal Medicine effective September 1, 2013

Wiet, Gregory, Otolaryngology effective September 1, 2013

Wolf, Kay, School of Health and Rehabilitation Sciences effective September 1, 2013

Xiang, Huiyun, Pediatrics effective September 1, 2013

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Garzon, Ramiro, Internal Medicine effective September 1, 2013

Harper, Scott, Pediatrics effective September 1, 2013

Jontes, James, Neuroscience effective, September 1, 2013

King, Samantha, Pediatrics effective September 1, 2013

O'Brien, Sarah, Pediatrics effective September 1, 2013

Pohar, Kamal, Urology effective September 1, 2013

Stawicki, Stanislaw, Surgery effective September 1, 2013

Wang, Qianben, Molecular and Cellular Biochemistry effective September 1, 2013

**PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE**

Dungan, Kathleen, Internal Medicine effective September 1, 2013

Hains, David, Pediatrics effective September 1, 2013

**TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]**

Onate, James, School of Health and Rehabilitation Sciences effective September 1, 2013

**COLLEGE OF MEDICINE  
REGULAR CLINICAL**

**PROMOTION TO PROFESSOR-CLINICAL**

Bahner, David, Emergency Medicine effective September 1, 2013  
Eneli, Ihuoma, Pediatrics effective September 1, 2013  
Forrest, Lowell, Otolaryngology effective September 1, 2013  
Hoffman, Timothy, Pediatrics effective September 1, 2013  
Khandelwal, Sorabh, Emergency Medicine effective September 1, 2013  
Kovalchin, John, Pediatrics effective September 1, 2013  
Lo, Warren, Pediatrics effective September 1, 2013

**PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT**

Daniels, Curtis, Internal Medicine effective September 1, 2013 and September 1, 2014  
Glassman, Andrew, Orthopaedics effective September 1, 2013 and September 1, 2014  
Pancholi, Preeti, Pathology effective September 1, 2013 and September 1, 2014

**PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT**

Andritsos, Leslie, Internal Medicine effective September 1, 2013 and September 1, 2014  
Benson Jr., Don, Internal Medicine effective September 1, 2013 and September 1, 2014  
Haddad, Nabil, Internal Medicine effective September 1, 2013 and September 1, 2014  
Klisovic, Rebecca, Internal Medicine effective September 1, 2013 and September 1, 2014  
Mazzaferri Jr., Ernest, Internal Medicine effective September 1, 2013 and September 1, 2014  
McCallister, Jennifer, Internal Medicine effective September 1, 2013 and September 1, 2014  
Narula, Vimal, Surgery effective September 1, 2013 and September 1, 2014  
Senter-Jamieson, Leigha, Internal Medicine effective September 1, 2013 and September 1, 2014  
Sturm, Amy, Internal Medicine effective September 1, 2013 and September 1, 2014  
Tayal, Neeraj, Internal Medicine effective September 1, 2013 and September 1, 2014  
Wang, Shu-hua, Internal Medicine effective September 1, 2013 and September 1, 2014

**PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL**

DeSocio, Peter, Anesthesiology effective September 1, 2013  
Hamiwka, Lorie, Pediatrics effective September 1, 2013  
Jaggi, Preeti, Pediatrics effective September 1, 2013  
Kenney, Brian, Surgery effective September 1, 2013  
Kman, Nicholas, Emergency Medicine effective September 1, 2013  
Schmidt, Carl, Surgery effective September 1, 2013

**REAPPOINTMENT**

Aalberg, Joshua, Radiology effective September 1, 2014  
Agnese, Doreen, Surgery effective September 1, 2014  
Ajam, Amna, Radiology effective September 1, 2014  
Al Taani, Jamal, Radiology effective September 1, 2014  
Arnold, William, Neurology effective September 1, 2014  
Atway, Said, Orthopaedics effective September 1, 2014  
Barker, Samantha, Radiology effective September 1, 2014  
Batley, Rosalind, Physical Medicine and Rehabilitation effective September 1, 2014  
Behrouz, Reza, Neurology effective September 1, 2014  
Bertino, Erin, Internal Medicine effective September 1, 2014  
Blumenfeld, Michael, Obstetrics and Gynecology effective September 1, 2014  
Borchers Jr., James, Family Medicine effective September 1, 2014  
Boudoulas, Konstantinos, Internal Medicine effective September 1, 2014  
Bout-Tabaku, Sharon, Pediatrics effective September 1, 2014

June 7, 2013 meeting, Board of Trustees

Bowden, Sasigarn, Pediatrics effective September 1, 2014  
Bowyer, Brian, Physical Medicine and Rehabilitation effective September 1, 2014  
Buoni, William, Family Medicine effective September 1, 2014  
Carvalho, Ryan, Pediatrics effective September 1, 2014  
Castellano, David, Ophthalmology effective September 1, 2014  
Chase, Dustin, Internal Medicine effective September 1, 2014  
Coffman, John, Anesthesiology effective September 1, 2014  
Corrigan, Kelly, Radiology effective September 1, 2014  
Cronau, Holly, Family Medicine effective September 1, 2014  
Diavolitsis, Virginia, Radiation Oncology effective September 1, 2014  
Dietrich, Ann, Pediatrics effective September 1, 2014  
DiLorenzo, Carlo, Pediatrics effective September 1, 2014  
Dimitrova, Galina, Anesthesiology effective September 1, 2014  
El-Shammaa, Emile, Emergency Medicine effective September 1, 2014  
Essig Jr., Garth, Otolaryngology effective September 1, 2014  
Flores, Antolin, Anesthesiology effective September 1, 2014  
Fraker Jr., Theodore, Internal Medicine effective September 1, 2014  
Goist, Melissa, Obstetrics and Gynecology effective September 1, 2014  
Greenberger, Sarah, Emergency Medicine effective September 1, 2014  
Gupta, Nidhi, Radiology effective September 1, 2014  
Gupta, Nilendu, Radiation Oncology effective September 1, 2014  
Hardebeck, Charles, Internal Medicine effective September 1, 2014  
Hendershot, Andrew, Ophthalmology effective September 1, 2014  
Hendershot, Cathleen, Radiology effective September 1, 2014  
Hewitt, Geri, Obstetrics and Gynecology effective September 1, 2014  
Hickey, Scott, Pediatrics effective September 1, 2014  
Highley, James, Anesthesiology effective September 1, 2014  
Hitchcock, Charles, Pathology effective September 1, 2014  
Ing, Steven, Internal Medicine effective September 1, 2014  
James, Arthur, Obstetrics and Gynecology effective September 1, 2014  
Jarjour, Wael, Internal Medicine effective September 1, 2014  
Kahwash, Rami, Internal Medicine effective September 1, 2014  
Kaide, Colin, Emergency Medicine effective September 1, 2014  
Kerlin, Bryce, Pediatrics effective September 1, 2014  
Khabiri, Hooman, Radiology effective September 1, 2014  
Koranyi, Katalin, Pediatrics effective September 1, 2014  
Kushelev, Michael, Anesthesiology effective September 1, 2014  
Lee, Sungkyu, Radiology effective September 1, 2014  
Lemanek, Kathleen, Pediatrics effective September 1, 2014  
Levine, Edward, Internal Medicine effective September 1, 2014  
Lind, Meredith, Otolaryngology effective September 1, 2014  
Liston, Beth, Internal Medicine effective September 1, 2014  
Lyaker, Michael, Anesthesiology effective September 1, 2014  
Maddocks, Kami, Internal Medicine effective September 1, 2014  
Magnussen, Robert, Orthopaedics effective September 1, 2014  
Malone, Andrea, Neurology effective September 1, 2014  
Mani, Matharbootham, Anesthesiology effective September 1, 2014  
Manickam, Kandamurugu, Pediatrics effective September 1, 2014  
Manilchuk, Andrei, Surgery effective September 1, 2014  
Martin, Laura, Pediatrics effective September 1, 2014  
Matson, Steven, Pediatrics effective September 1, 2014  
McEntyre, Wanda, Physical Medicine and Rehabilitation effective September 1, 2014  
Mehta, Madhu, Internal Medicine effective September 1, 2014  
Meyer, Marty, Internal Medicine effective September 1, 2014  
Michalsky, Marc, Surgery effective September 1, 2014  
Mikulik, Zhanna, Internal Medicine effective September 1, 2014  
Miller, Timothy, Orthopaedics effective September 1, 2014  
Moseley, Mark, Emergency Medicine effective September 1, 2014  
Nelson, Richard, Emergency Medicine effective September 1, 2014

June 7, 2013 meeting, Board of Trustees

O'Brien, Nicole, Pediatrics effective September 1, 2014  
Ochoa, Efrain, Radiology effective September 1, 2014  
O'Dorisio, Nathan, Internal Medicine effective September 1, 2014  
Oza, Rupal, Family Medicine effective September 1, 2014  
Park, Ariane, Neurology effective September 1, 2014  
Patel, Hiren, Pediatrics effective September 1, 2014  
Payne, Jason, Radiology effective, September 1, 2014  
Pena, Eneysis, Pediatrics effective September 1, 2014  
Phay, John, Surgery effective September 1, 2014  
Phelps, Christina, Pediatrics effective September 1, 2014  
Pope-Harman, Amy, Internal Medicine effective September 1, 2014  
Quackenbush, Michael, Orthopaedics effective September 1, 2014  
Quick, Allison, Radiation Oncology effective September 1, 2014  
Rakowsky, Alexander, Pediatrics effective September 1, 2014  
Rankin, Demicha, Anesthesiology effective September 1, 2014  
Renton, David, Surgery effective September 1, 2014  
Repaske, David, Pediatrics effective September 1, 2014  
Reshmi, Shalini, Pathology effective September 1, 2014  
Rizer, Milisa, Family Medicine effective September 1, 2014  
Roble, Sharon, Internal Medicine effective September 1, 2014  
Rong, Yi, Radiation Oncology effective September 1, 2014  
Ross Jr., Patrick, Surgery effective September 1, 2014  
Russell, Sarah, Anesthesiology effective September 1, 2014  
Russo, John, Pediatrics effective September 1, 2014  
Salazar, Luis, Family Medicine effective September 1, 2014  
Satiani, Bhagwan, Surgery effective September 1, 2014  
Sayat, Linbee, Obstetrics and Gynecology effective September 1, 2014  
Schumacher, Eric, Internal Medicine effective September 1, 2014  
Scrape, Scott, Pathology effective September 1, 2014  
Sirak, John, Surgery effective September 1, 2014  
Splaingard, Mark Pediatrics effective September 1, 2014  
Starr, Jean, Surgery effective September 1, 2014  
Vaccaro, Patrick, Surgery effective September 1, 2014  
Van Gorp, Cornel, Orthopaedics effective September 1, 2014  
Vermilion, Blair, Surgery effective September 1, 2014  
Vidaurre, Jorge, Pediatrics effective September 1, 2014  
Walsh, Katherine, Internal Medicine effective September 1, 2014  
Weiland, Jeffrey, Internal Medicine effective September 1, 2014  
Wu, Christina, Internal Medicine effective September 1, 2014  
Yacob, Desalegn, Pediatrics effective September 1, 2014  
Yates, Andrew, Pediatrics effective September 1, 2014  
Zynger, Debra, Pathology effective September 1, 2014

#### **COLLEGE OF NURSING**

##### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

McDaniel, Jodi effective September 1, 2013

June 7, 2013 meeting, Board of Trustees

**COLLEGE OF NURSING  
REGULAR CLINICAL**

REAPPOINTMENT

Hrabe, David effective September 1, 2014

**COLLEGE OF NURSING  
REGULAR RESEARCH**

REAPPOINTMENT

Szalacha, Laura effective September 1, 2014

**COLLEGE OF OPTOMETRY**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bailey, Melissa effective September 1, 2013

Chandler, Heather effective September 1, 2013

**COLLEGE OF OPTOMETRY  
REGULAR CLINICAL**

REAPPOINTMENT

Flom, Roanne effective September 1, 2014

**COLLEGE OF PHARMACY**

PROMOTION TO PROFESSOR

McAuley, James effective September 1, 2013

Schmittgen, Thomas effective September 1, 2013

Werbovetz, Karl effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Fuchs, James effective September 1, 2013

**COLLEGE OF PHARMACY  
REGULAR CLINICAL**

REAPPOINTMENT

Coyle, James effective September 1, 2014

Rodis, Jennifer effective September 1, 2014

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Pai, Vinita effective September 1, 2013

**COLLEGE OF PUBLIC HEALTH**

PROMOTION TO PROFESSOR

Sun, Qinghua effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Anderson, Sarah effective September 1, 2013

Lee, Jiyoung effective September 1, 2013

Lu, Bo effective September 1, 2013

Seiber, Eric effective September 1, 2013

Song, Paula effective September 1, 2013

June 7, 2013 meeting, Board of Trustees

## **COLLEGE OF SOCIAL WORK**

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Guada, Joseph effective September 1, 2013

## **UNIVERSITY LIBRARIES**

### **PROMOTION TO PROFESSOR**

Matejic, Predrag effective September 1, 2013

Schneider, Tina, Lima effective September 1, 2013

Schnell, Eric effective September 1, 2013

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Boyd, Morag effective September 1, 2013

Gluibizzi, Amanda effective September 1, 2013

Schlösser, Melanie effective September 1, 2013

Wiener, Judith effective September 1, 2013

## **COLLEGE OF VETERINARY MEDICINE**

### **PROMOTION TO PROFESSOR**

London, Cheryl, Veterinary Biosciences effective September 1, 2013

Niewiesk, Stefan, Veterinary Biosciences effective September 1, 2013

Rajala-Schultz, Paivi, Veterinary Preventive Medicine effective September 1, 2013

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Gourapura, Renukaradhya, Veterinary Preventive Medicine effective September 1, 2013

Hoet, Armando, Veterinary Preventive Medicine effective September 1, 2013

## **COLLEGE OF VETERINARY MEDICINE REGULAR CLINICAL**

### **PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL**


Byron, Julie, Veterinary Clinical Sciences effective September 1, 2013

Cooper, Edward, Veterinary Clinical Sciences effective September 1, 2013

Daniels, Joshua, Veterinary Clinical Sciences effective September 1, 2013



## (APPENDIX LV)

<div>  <div> <div>THE OHIO STATE UNIVERSITY</div> <div> <div>FY 2013 New Fundraising Activity Report</div> <div>New Fundraising Activity Progress</div> <div>7/1/2012 through 4/30/2013</div> </div> </div> </div>				
	Activity	Goal	% Achieved	7/1/2011 through 4/30/2012 % Change
<b>Outright Gifts and Pledges</b>				
Cash and Securities	\$83,929,874			\$80,299,149 4.52%
Real Estate	\$0			\$2,850,000 -100.00%
Gifts-in-Kind	\$4,698,743			\$3,999,714 17.48%
Pledges	\$92,188,441			\$48,554,392 89.87%
Matching Gift	\$1,504,596			\$1,262,382 19.19%
Recurring	\$2,415,408			\$2,385,964 1.23%
<b>Total Outright Gifts and Pledges</b>	<b>\$184,737,061</b>	<b>\$213,287,753</b>	<b>86.61%</b>	<b>\$139,351,601 32.57%</b>
<b>Planned Gifts</b>				
Irrevocable Planned Gifts	\$2,978,002			\$4,857,143 -38.69%
Revocable Planned Gifts	\$45,294,716			\$26,777,011 69.16%
<b>Total Planned Gifts</b>	<b>\$48,272,718</b>	<b>\$54,321,747</b>	<b>88.86%</b>	<b>\$31,634,155</b>
<b>Private Grants (OSP)</b>	<b>\$64,951,273</b>	<b>\$92,390,500</b>	<b>70.30%</b>	<b>\$82,693,300 -21.46%</b>
<b>Total Fundraising Activity</b>	<b>\$297,961,052</b>	<b>\$360,000,000</b>	<b>82.77%</b>	<b>\$253,679,055 17.46%</b>
		<b>Time Elapsed</b>	<b>83.24%</b>	



FY 2013 New Fundraising Activity Report  
**New Fundraising Activity Progress - Unit**  
*7/1/2012 through 4/30/2013*

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs		\$7,222,031	\$14,354,976	\$312,144	\$14,667,120	\$9,017,992	167.64%
Alumni Association	\$955,315	\$870,000	\$1,825,315	\$0	\$1,825,315	\$1,600,000	114.08%
Arts and Sciences (Colleges of the)	\$8,292,044	\$8,292,044	\$16,554,476	\$0,588,408	\$23,142,884	\$24,775,000	93.41%
Athletics	\$35,529,448	\$755,634	\$36,285,083	\$0	\$36,285,083	\$42,000,000	86.39%
Business (Fisher College of)	\$9,132,720	\$1,873,126	\$11,005,846	\$0	\$11,005,846	\$17,000,000	64.74%
Cancer (James / Solove)	\$45,207,801	\$8,427,770	\$53,635,571	\$8,532,478	\$62,168,049	\$60,000,000	103.61%
Dentistry (College of)	\$837,423	\$37,500	\$874,923	\$118,593	\$1,093,516	\$2,789,000	39.49%
Education and Human Ecology (College of)	\$4,862,288	\$1,241,464	\$6,103,752	\$1,211,242	\$7,315,004	\$7,750,615	94.39%
Engineering (College of)	\$17,897,705	\$3,542,180	\$21,539,885	\$20,541,683	\$42,081,578	\$38,024,000	110.67%
Food, Agricultural and Enviro Sciences (College of)	\$7,095,054	\$1,268,658	\$8,363,711	\$0,636,437	\$15,000,148	\$20,551,080	72.99%
Heart (Ross)	\$1,156,981	\$2,250,000	\$3,406,981	\$2,859,666	\$6,266,657	\$10,277,000	60.98%
Kiwan Institute	\$855,050	\$0	\$855,050	\$0	\$855,050	\$1,400,000	60.72%
Law (Michael E. Moritz College of)	\$2,551,423	\$550,000	\$3,101,423	\$100,000	\$3,201,423	\$5,100,000	62.77%
Medical Center (Wexner)	\$3,955,473	\$1,694,128	\$5,649,601	\$6,487,548	\$12,137,149	\$18,748,000	64.74%
Medicine (College of)	\$16,188,383	\$845,004	\$16,833,387	\$2,329,045	\$19,163,032	\$10,400,000	184.26%
Neurosciences	\$4,403,182	\$116,221	\$4,520,003	\$4,235,196	\$8,755,199	\$13,174,000	66.48%
Nursing (College of)	\$396,252	\$746,000	\$1,142,252	\$295,416	\$1,437,668	\$1,500,000	95.84%
Optometry (College of)	\$410,805	\$1,017,470	\$1,428,275	\$225,532	\$1,653,807	\$1,843,000	89.73%
OSU Lima	\$438,112	\$293	\$438,405	\$0	\$438,405	\$727,700	60.25%
OSU Mansfield	\$720,256	\$0	\$720,256	\$100,358	\$820,614	\$3,500,000	23.45%
OSU Marion	\$866,037	\$0	\$866,037	\$0	\$866,037	\$1,583,608	54.69%
OSU Newark	\$933,979	\$210,000	\$843,979	\$0	\$843,979	\$331,000	254.98%
Pharmacy (College of)	\$814,530	\$2,107,510	\$3,022,040	\$582,863	\$3,604,903	\$1,881,000	191.65%
Public Health (College of)	\$281,110	\$0	\$281,110	\$445,882	\$726,992	\$1,333,000	54.54%
Public Work (College of)	\$319,151	\$146,644	\$465,795	\$183,608	\$649,403	\$1,400,000	46.40%
Social Life	\$740,550	\$229,897	\$970,447	\$5,000	\$975,447	\$1,000,000	97.54%
University-wide Fundraising	\$3,062,371	\$3,067,232	\$6,129,603	\$1,812,706	\$7,942,309	\$35,284,004	22.51%
Veterinary Medicine (College of)	\$2,825,722	\$1,327,268	\$4,152,979	\$1,343,468	\$5,496,447	\$8,780,000	47.80%
Wexner Center for the Arts	\$3,251,969	\$0	\$3,251,969	\$4,000	\$3,255,969	\$8,180,000	37.06%
WOSU Public Stations	\$3,522,982	\$662,858	\$4,185,818	\$0	\$4,185,818	\$6,750,000	62.01%
<b>Total</b>	<b>\$184,737,061</b>	<b>\$48,272,718</b>	<b>\$233,009,779</b>	<b>\$64,951,273</b>	<b>\$297,961,052</b>	<b>\$360,000,000</b>	<b>83.24%</b>

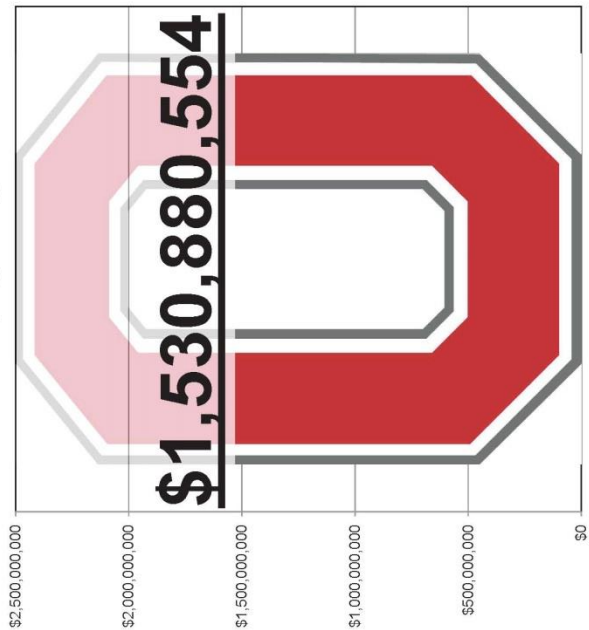
Time Elapsed



FY 2013 Philanthropic Receipts Report  
**Philanthropic Receipts**  
 7/1/2012 through 4/30/2013

	7/1/2012 through 4/30/2013	7/1/2011 through 4/30/2012	% Change
<b>Outright Gift Receipts</b>			
Cash and Securities	\$87,850,431	\$83,946,698	4.65%
Gifts-in-Kind	\$4,698,743	\$3,999,714	17.48%
Real Estate	\$0	\$2,850,000	-100.00%
<b>Outright Gift Receipts</b>	<b>\$92,549,174</b>	<b>\$90,796,412</b>	<b>1.93%</b>
<b>Pledge Receipts</b>	<b>\$69,787,139</b>	<b>\$64,317,579</b>	<b>8.50%</b>
<b>Planned Gift Receipts</b>			
Revocable Planned Gifts	\$6,341,339	\$9,338,672	-32.10%
Irrevocable Planned Gifts	\$2,978,002	\$4,857,143	-38.69%
<b>Planned Gift Receipts</b>	<b>\$9,319,341</b>	<b>\$14,195,815</b>	<b>-34.35%</b>
<b>Private Grant (OSP) Receipts</b>	<b>\$64,951,273</b>	<b>\$82,693,300</b>	<b>-21.46%</b>
<b>Philanthropic Receipts Total</b>	<b>\$236,606,927</b>	<b>\$252,003,106</b>	<b>-6.11%</b>

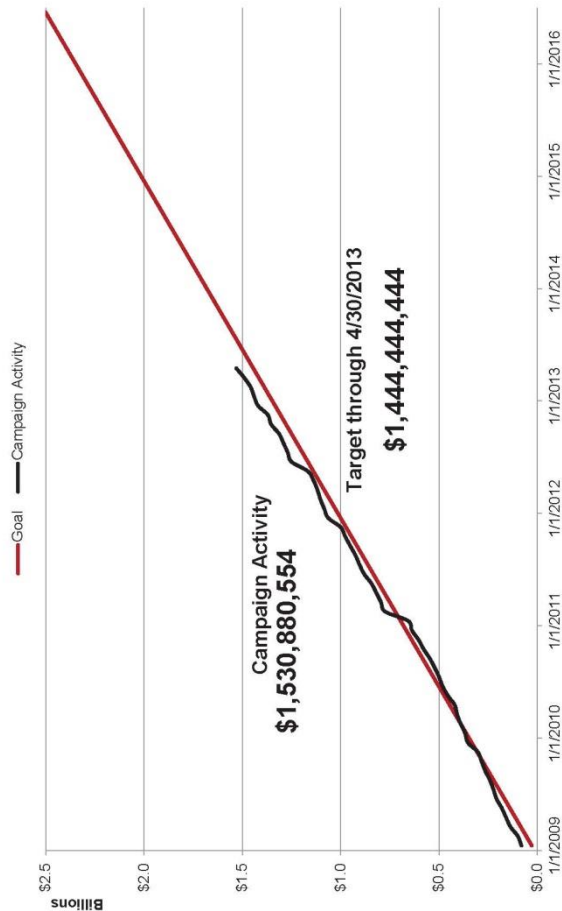
I. Campaign Progress





**BUT FOR OHIO STATE**  
**Dashboard Report**  
Campaign Progress vs. Time  
1/1/2009 through 4/30/2013 = \$1,530,880,554

**II. Campaign Progress**



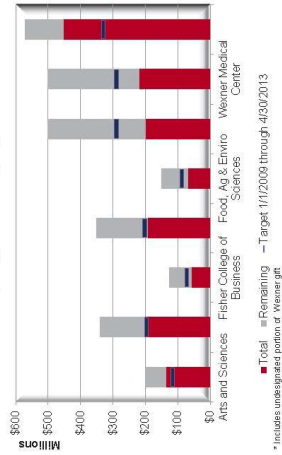


# BUT FOR OHIO STATE

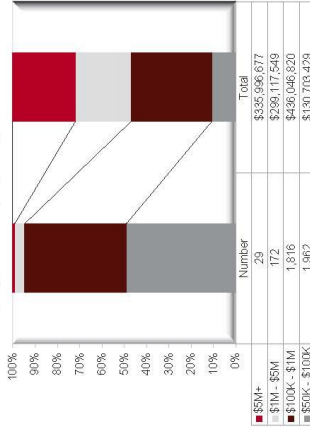
Dashboard Report

1/1/2009 through 4/30/2013 = \$1,530,880,554

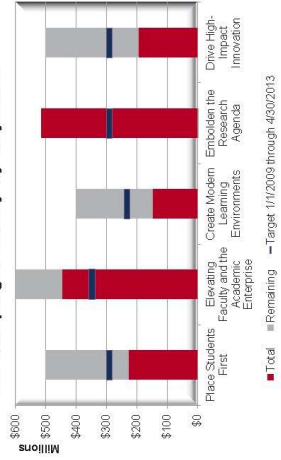
## III. Campaign Activity by Unit



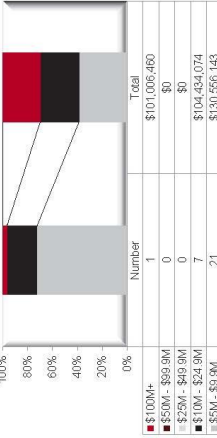
## Va. Campaign Activity by Major Gift Level



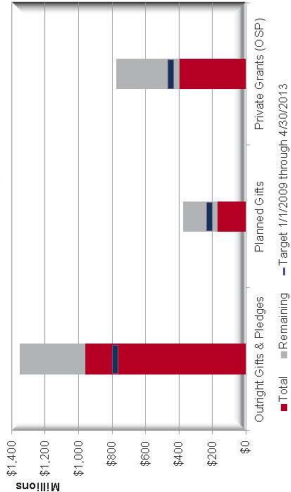
## IV. Campaign Activity by Objective



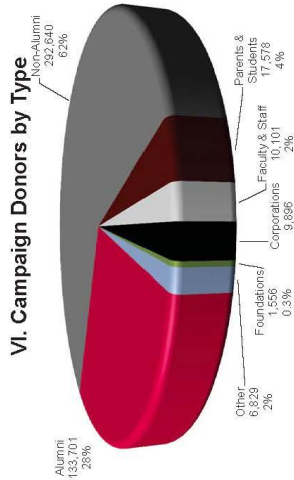
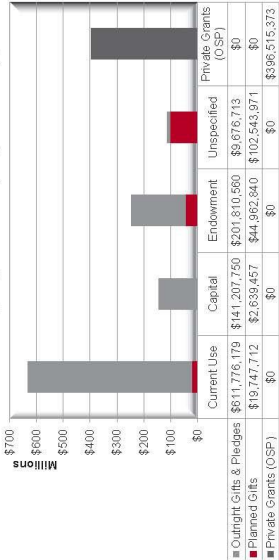
## Vb. \$5M+ Gift Level



### VII. Campaign Activity by Gift Type



### VIII. Campaign Activity by Fund Type



Total Number of Donors = 472,301

■ Alumni
 ■ Non-Alumni
 ■ Corporations
 ■ Foundations
 ■ Faculty & Staff
 ■ Parents & Students
 ■ Other

If an individual donor fits multiple types they are only counted in the highest level in the hierarchy listed below.

Donor Type Hierarchy	Level
Alumni	1
Parents	2
Faculty & Staff	3
Student	4
Non-Alumni	5



**BUT FOR OHIO STATE**  
Dashboard Report  
Campaign Progress Pivotal  
1/1/2009 through 4/30/2013 --\$1,530,880,554

Needed			Actual		Goal		Actual
Donors	Grants	Total					
48	0	48	28	1	\$650,000,000	\$329,596,677	\$5M+
			29		\$0	\$6,300,000	
					\$650,000,000	\$335,896,677	
193	43	237	141	31	\$54,893,167	\$26,889,164	\$1M-\$5M
			172		\$70,186,840	\$5,443,986	
					\$425,000,000	\$29,117,849	
1,281	1,755	3,036	1,051	765	\$351,596,726	\$276,648,282	\$100K-\$1M
				1,816	\$398,403,274	\$169,398,638	
					\$750,000,000	\$435,046,820	
1,624	2,080	3,703	947	1,015	\$108,890,812	\$52,338,037	\$50K-\$100K
				1,262	\$141,109,188	\$55,365,392	
					\$250,000,000	\$150,703,429	
184,559	17,491	202,050	370,448	11,392	\$248,635,429	\$218,983,021	\$0-\$50K
			381,840		\$175,364,571	\$110,023,068	
					\$425,000,000	\$329,016,079	
187,705	21,369	209,075	372,616	13,173	\$1,713,926,124	\$1,134,366,181	Total
			385,788		\$786,073,876	\$396,616,373	
					\$2,500,000,000	\$1,530,880,554	

Note: Donor Counts Reflect Number of Constituent Households



June 7, 2013 meeting, Board of Trustees

	Amount Establishing Endowment *	Total Commitment
<u>Change in Description of Named Endowed Fund</u>		
The Charles L. Babcock Rome Scholarship Fund		
The Marylou and Ernestine Kuhn Memorial Scholarship Fund		
The Marantz Distinguished Alumni Lectureship Fund		
The Modern Greek Studies Fund		
The Paissiy Endowed Fund in Bulgarian Language, Literature, and Culture		
The Talvi Endowment Fund		
<u>Change in Name and Description of Named Endowed Fund</u>		
From: William D. and Jacquelyn L. Wells Chair in Imaging Research at the Dorothy M. Davis Heart and Lung Research Institute		
To: William D. and Jacquelyn L. Wells Chair at the Dorothy M. Davis Heart and Lung Research Institute		
<u>Establishment of Named Endowed Chair</u>		
The Stuart M. Sloan – Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient (Is being established June 7, 2013, with gifts from Stuart M. Sloan and The Sloan Foundation; used to support a chair position for a nationally or internationally recognized physician faculty member in the field of gynecologic oncology.)	\$2,000,000.0 0	\$2,000,000.0 0
<u>Establishment of Named Endowed Funds</u>		
Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund (Is being established June 7, 2013, with gifts from the Bertram L. and Iris S. Wolstein Foundation; until June 30, 2016, the annual distribution shall be reinvested; thereafter, the fund shall support the components of the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative.)	\$899,999.91	\$2,700,000.0 0
The Donald G. and Mary A. Dunn Chair Fund in Modern Military History (Is being established June 7, 2013, with gifts from the DGD Group, Inc.; until March 31, 2017, the annual distribution shall be reinvested; thereafter, the fund shall provide a chair, professorship, or support fund related to military history.)	\$400,000.00	\$2,000,000.0 0

June 7, 2013 meeting, Board of Trustees

Joseph A. Alutto Chair Fund in Leadership Effectiveness (Is being established June 7, 2013, with gifts from friends and colleagues; until July 1, 2018, the annual distribution shall be reinvested; thereafter, the fund shall provide a chair, professorship, or support fund focused on the systematic exploration of knowledge about and approaches to effective leadership in public and private sector settings.)	\$357,688.35	\$2,000,000.00
The Corbett Price President's Discretionary Fund (Is being established June 7, 2013, with gifts from Corbett Price; until the principal balance reaches \$1,000,000, the annual distribution shall be reinvested; thereafter, the fund shall be used at the discretion of the University president.)	\$125,020.00	\$1,000,000.00
The Dr. Russell Baldwin and Dorothy J. Baldwin Endowed Scholarship Fund for the College of Optometry (Is being established June 7, 2013, with gifts from Dr. Russell Baldwin and Dorothy J. Baldwin; used to provide scholarship support for students enrolled in the College of Optometry.)	\$100,000.00	\$100,000.00
Center for Historical Research Fund (Is being established June 7, 2013, with a gift from an anonymous donor; used to sustain the Center for Historical Research in the Department of History.)	\$100,000.00	\$100,000.00
The Burn J. Lin, PhD Endowed Fund for Graduate Student Travel Honoring Professor Emeritus Stuart Collins Jr., PhD (Is being established June 7, 2013, with a gift from Dr. Burn Jeng Lin; used to support travel, conference fees, and related expenses for graduate students in the Department of Electrical and Computer Engineering to present their research at professional conferences.)	\$70,017.00	\$250,000.00
The Carol Sue Zacks Entrepreneurial Program Award Fund (Is being established June 7, 2013, with gifts from Carol Sue Zacks; used to provide an annual merit award to offset the costs for two deserving students enrolled in the Max M. Fisher College of Business to take part in a semester-long experiential learning program with an Israeli start-up business.)	\$64,762.52	\$64,130.00
Norbert F. and Viola E. Bergman Endowed Fund for Auglaize County OSU Extension (Is being established June 7, 2013, with gifts from Catherine J. Bergman in honor of her parents; used to provide program funding for the Auglaize County OSU Extension.)	\$62,025.00	\$50,000.00+

June 7, 2013 meeting, Board of Trustees

Norbert F. and Viola E. Bergman Endowed Scholarship Fund (Is being established June 7, 2013, with gifts from Catherine J. Bergman in memory of Norbert F. and Viola E. Bergman; used to provide renewable scholarships for no more than two students ranking as juniors or seniors who have a minimum 3.0 grade point average, with first preference given to students from Auglaize, Shelby, or Mercer counties of Ohio.)	\$61,500.00	\$50,000.00+
The Grimm Family Athletic Scholarship Fund (Is being established June 7, 2013, with gifts from Judy and Jeff Grimm; used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing an undergraduate degree, with preference given to candidates who are members of the women's basketball team.)	\$60,604.95	\$150,000.00
The Kevin and Connie Walsh Athletic Scholarship Fund (Is being established June 7, 2013, with a gift from Kevin and Connie Walsh; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's wrestling team and is pursuing an undergraduate degree at The Ohio State University.)	\$60,000.00	\$150,000.00
The Dr. Richard A. Caldwell Dental Scholarship Fund (Is being established June 7, 2013, with gifts from Dr. Richard A. Caldwell; used to provide a scholarship for a current dental student who is married and has a child or children with preference given to candidates with military experience.)	\$54,758.54	\$50,000.00
Mike and Janet Miller Scholarship Fund (Is being established June 7, 2013, with gifts from Mike and Janet Miller; used to provide scholarship support to students enrolled in the Michael E. Moritz College of Law who demonstrate financial need.)	\$53,902.50	\$50,000.00
Dr. Donald F. Bowers Jr. Advocacy Education Fund (Is being established June 7, 2013, with gifts given in his honor from family, friends, and colleagues; used to provide advocacy training to dental, dental hygiene, and dental specialty students for working with community decision-makers to improve oral health.)	\$53,259.50	\$50,000.00+
Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn (Is being established June 7, 2013, with gifts from Rhonda and Michael Murnane in honor of Donald Dunn's 90 <sup>th</sup> birthday; used to provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history.)	\$50,633.50	\$50,000.00

June 7, 2013 meeting, Board of Trustees

Kathleen I. Brooks Fund (Is being established June 7, 2013, with gifts given in her honor from friends, family, and colleagues; used to provide support to students in the MS and PhD programs in the College of Pharmacy.)	\$50,547.00	\$50,000.00+
The Robert D. Newcomb White Coat Fund (Is being established June 7, 2013, with gifts from Robert D. Newcomb; used for expenses related to the College of Optometry's annual White Coat Ceremony and other student events that instill professional and ethical values.)	\$50,110.00	\$50,000.00
Elizabeth Moffatt Williams Fund (Is being established June 7, 2013, with gifts from Gerald R. and Elizabeth M. Williams; used to provide scholarship support to students enrolled in the College of Education and Human Ecology who served or are serving in the military, are military/veteran spouses, or are children of veterans who demonstrate academic ability and financial need with first priority given to disabled veterans.)	\$50,100.00	\$50,000.00
The Albright Family Scholarship Fund (Is being established June 7, 2013, with gifts from Carl Albright; used to provide one need-based, renewable scholarship in increments of \$1,000 annually for undergraduate students who are Ohio residents enrolled full-time at the University's Columbus campus with preference given to a graduate of Highland High School in Medina, Ohio.)	\$50,000.00	\$150,000.00
Bone Marrow Transplant Research Endowment Fund (Is being established June 7, 2013, with initial gifts from Barry W. and Raenette M. Sanders to encourage support from community donors and grateful patients; until December 31, 2016, the annual distribution shall be reinvested; thereafter, the fund shall support the bone marrow transplant program. If by December 31, 2016, the principal balances reaches \$1,000,000 or \$2,000,000, the fund shall provide a bone marrow transplant professorship or chair position, respectively.)	\$50,000.00	\$250,000.00 +
The Tom W. Davis Men's Swimming and Diving Scholarship Fund (Is being established June 7, 2013, with gifts from Tom W. Davis; ten percent shall be reinvested and the remainder used to supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the men's swimming team or diving team, with first preference given to a member of the diving team.)	\$50,000.00	\$50,000.00

June 7, 2013 meeting, Board of Trustees

Nadine and Darold I. Greek Scholarship Fund (Is being established June 7, 2013, with gifts from Richard Weisheimer and Jon Weisheimer in memory of their mother and step-father, Nadine and Darold I. Greek; used to provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying World War II history.)	\$50,000.00	\$50,000.00
Biological Sciences Greenhouse Fund (Is being established June 7, 2013, with gifts from the Waller family, other donors, and friends; used to defray expenses in the Biological Sciences Greenhouse Facility.)	\$50,000.00	\$50,000.00+
Medical Student Merit Scholarship Fund (Is being established June 7, 2013, with gifts from an anonymous donor; used to provide scholarship support to incoming medical students based on academic merit.)	\$50,000.00	\$50,000.00
Frederick "Fritz" D. Meyers Scholarship Endowment Fund (Is being established June 7, 2013, with gifts from Frederick "Fritz" D. and Monalee Meyers; used to provide a scholarship for a student enrolled in the College of Engineering who has completed his/her first year as a student in the Fundamentals of Engineering Honors Program.)	\$50,000.00	\$50,000.00
The Robert E. Miller Transportation and Logistics Scholarship Fund (Is being established June 7, 2013, with gifts from Tom W. Davis; used to provide scholarships to undergraduate students at the Max M. Fisher College of Business majoring in transportation and logistics.)	\$50,000.00	\$50,000.00
The John T. Mount Fund for Regional Campuses (Is being established June 7, 2013, with gifts from John T. Mount; used to provide at least one opportunity for an undergraduate student in good academic standing who is attending a regional campus of The Ohio State University to participate in an approved study abroad program.)	\$50,000.00	\$50,000.00
The O.A.R. "Heard the World" Scholarship Fund (Is being established June 7, 2013, with a gift from O.A.R. via Heard the World Fund at The Community Foundation; used to provide a portable, transferable, tuition-only scholarship to an undergraduate student regardless of campus or major with preference given to graduates of Liberty High School in Youngstown, Ohio, who qualify for need-based financial aid.)	\$50,000.00	\$50,000.00
James and Sharon Rohr Innovation Fund (Is being established June 7, 2013, with gifts from James and Sharon Rohr; used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff, in accordance with the strategic plan of the college.)	\$50,000.00	\$150,000.00

June 7, 2013 meeting, Board of Trustees

William A. McCloy Dean's Innovation Fund (Is being established June 7, 2013, with gifts from William A. McCloy; used by the dean of the Max M. Fisher College of Business to support faculty, student, and staff activities, in accordance with the college's strategic plans.)	\$25,000.00	\$25,000.00
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Change in Name of Named Endowed Fund

From: The H. Keith Allen Family Unrestricted Endowed  
Fund

To: The H. Keith Allen Family Endowed Fund

Change in Description of Named Endowed Fund

The Manuel Barkan Endowed Fellowship Fund

Rebecca Lucile Cornetet Endowed Scholarship Fund

The Kalbouss Russian Culture Fund

The Kenneth E. Naylor Professorship

David J. Neustadt Scholarship Fund in Greek and Latin

The Hongor Oulanoff Memorial Lecture in Classical  
and/or Contemporary Russian Literature Fund

The Melanie and Philippe Radley Endowed Scholarship  
Fund

The Dr. Miriam G. Schwartz Slavic Fund

The Úprka-Laga-Schweitzer Fund in Czech Studies

Fund Closure

The Abercrombie & Fitch Women's Oncology Center  
Endowment Fund

TOTAL	\$5,299,928.7	7
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\*Reflects gifts received as of May 6, 2013

### **The Charles L. Babcock Rome Scholarship Fund**

The Charles L. Babcock Rome Scholarship Fund was established July 11, 1997, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University development fund from colleagues, students, and friends of Charles L. Babcock, professor emeritus of classics, and with major contributions from Charles L. and Mary T. Babcock, of Columbus, Ohio. Professor Babcock was the first dean of the College of Humanities from 1968 to 1970 and chair of the Department of Classics from 1980 to 1988. He specialized in Latin literature with a particular interest in Horace and Tacitus, Latin epigraphy, and Roman history and civilization. He is a recipient of the Alumni Distinguished Teaching Award, the college's first Exemplary Faculty Award, and the University's Distinguished Service Award. The description is being revised June 7, 2013.

All gifts are to be invested in the University's permanent Endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used for awards to one or more deserving graduate or undergraduate student(s) of the classics to fund academic travel and/or research to Rome or Italy, such as attendance at the American Academy Summer Session or the Intercollegiate Center for Classical Studies, or for the purpose of conducting appropriate research projects. If an award is not made in a given year, the income shall be added to the principal.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the chair of the Department of Classics and the dean of the College of Arts and Sciences in order to carry out the intent of the donors.

### **The Marylou and Ernestine Kuhn Memorial Scholarship Fund**

The Marylou and Ernestine Kuhn Memorial Scholarship Fund was established March 2, 2001, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University development fund from Dr. Marylou Kuhn (BS Edu 1945, PhD 1958). The description is being revised June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarships for women graduate students in the College of the Arts and Sciences, Department of Arts Administration, Education and Policy. The scholarship recipients shall be chosen by the dean of the College of the Arts and Sciences, in consultation with the chairperson of the Department of Arts Administration, Education and Policy and Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, in consultation with the dean of the College of the Arts and Sciences, in order to carry out the desire of the donor. Funding of this scholarship may begin immediately.

### **The Marantz Distinguished Alumni Lectureship Fund**

The Marantz Distinguished Alumni Lectureship Fund was established December 3, 1999, by the Board of Trustees of The Ohio State University, with gifts to The Ohio

June 7, 2013 meeting, Board of Trustees

State University development fund from Harold Marantz of New York, New York, and Kenneth Marantz of Columbus, Ohio. The description is being revised June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support events that illuminate the particular contributions of Department of Arts Administration, Education and Policy alumni such as: short term residencies, seminars, electronic conferences, exhibitions, etc. That income should cover expenses, a modest honorarium, some physical memento, and, when possible, the preparation of any appropriate publication related to the event. The donors believe that such publications would prove a valuable record of alumni success. Unused income shall be reinvested in the principal. The annual award shall be called "The Marantz Distinguished Alumni Lectureship." The principal criteria for this award should be the recipient's record of career achievements in teaching, leadership, innovative scholarship, and effective mentoring. The award recipient shall be determined by the corps of graduate students matriculating in the Department of Arts Administration, Education and Policy the year of the award, in consultation with the chair of the graduate studies committee and Kenneth Marantz or his designee. The responsibility for the selection process and the management of events should belong to the graduate students. The purposes of the award are to offer the graduate students in the department an opportunity to engage in a responsible decision-making event; to help install in the graduate students a sense of life-long continuity with the department, college, and University; and to honor one of their own who has created a successful career after graduation.

It is the desire of the donors that this fund should benefit the University in perpetuity. The donors would be pleased if funds from the department, college, and Graduate School would be used to supplement the endowment's income, and that supplementary funds be obtained to increase the principal, thus creating greater annual income. If the department ceases to engage in graduate education, or, indeed is terminated by the University, the original function of the endowment shall cease. Another use for the remaining funds shall be designated by the Board of Trustees upon recommendation of the sitting chair of the department, in consultation with the donors or their designees.

### **The Modern Greek Studies Fund**

The Modern Greek Studies Fund was established August 29, 2001, by the Board of Trustees of The Ohio State University from the earnings of the Modern Greek Program development account in the Department of Classics. The description was revised on November 2, 2001, and is being further revised on June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the teaching and research mission of the Modern Greek Program as determined by the chair of the Department of Classics.

It is desired that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, as recommended by the dean of the College of Arts and Sciences, in consultation with the chair of the Department of Classics.



### **The Paissiy Endowed Fund in Bulgarian Language, Literature, and Culture**

The Paissiy Endowed Professorship in Bulgarian Civilization and Culture was established September 3, 1982, by the Board of Trustees of The Ohio State University with a gift from the Ministry of Education of the People's Republic of Bulgaria, in honor of Paissiy Hilendarski/Paissiy of Hilander, an outstanding scholar of the Bulgarian Renaissance. Per section five of the gift agreement, the name and description were revised May 14, 2010. The description is being further revised on June 7, 2013.

The annual distribution from this fund shall be used at the discretion of the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the executive dean of the College of the Arts and Sciences, to support courses and research in Bulgarian language, literature, and culture.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the executive dean of the College of the Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the executive dean of the College of the Arts and Sciences.

### **The Talvi Endowment Fund**

The Talvi Endowment Fund was established April 3, 1992, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University development fund from Professor David Robinson of the Department of Slavic and East European Languages and Cultures. The description is being revised on June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide financial assistance to undergraduate and graduate students in the Department of Slavic and East European Languages and Cultures in the form of annual awards for research, service, and teaching activities. The selection process shall be determined by the chairperson of the Department of Slavic and East European Languages and Cultures. If there is an excess of annual income beyond that used for the purpose stated above, such funds may be retained for use in following years or may be used to benefit the Department of Slavic and East European Languages and Cultures at the discretion of the department chairperson.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund shall cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, in consultation with the

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appropriate college dean, department chairperson, or program administrative officer, in order to carry out the desire of the donor.

**William D. and Jacquelyn L. Wells Chair  
at the Dorothy M. Davis Heart and Lung Research Institute**

The William D. and Jacquelyn L. Wells Chair in Imaging Research at the Dorothy M. Davis Heart and Lung Research Institute (DHLRI) was established June 7, 2005, by the Board of Trustees of The Ohio State University with discretionary funds from the DHLRI and the College of Medicine. The name and description are being revised on June 7, 2013.

The annual distribution from the fund shall provide a chair position held by the director of the DHLRI. This person will be selected by the director of the Heart and Vascular Center and dean of College of Medicine with approval of the senior vice president for Health Sciences and appointed by the University's Board of Trustees. The activities of the endowed chair holder shall be reviewed no less than every four years by the director of the Heart and Vascular Center, the senior vice president for Health Sciences, and the dean of College of Medicine, to determine compliance with the intent of the DHLRI, as well as the academic and research standards of the University. Research activities of the chair holder shall be supported to include their salary, research, personnel, equipment, supplies, and other necessary expenses of an active researcher involved in leading medical research. The chair holder will decide how to use this support with approval of the director of Heart and Vascular Center or dean of College of Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the college that this fund should benefit the University in perpetuity. If in the future, the need for this fund should cease to exist, or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the senior vice president for Health Sciences and dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the DHLRI and College of Medicine as good conscience and need dictate.

**The Stuart M. Sloan - Larry J. Copeland MD Chair  
in Gynecologic Oncology Initiated by a Grateful Patient**

It is proposed that The Stuart M. Sloan - Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Stuart M. Sloan and The Sloan Foundation.

The annual distribution shall support a chair position for a nationally or internationally recognized physician faculty member in the field of gynecologic oncology. The chair holder shall be appointed by the Board of Trustees of the University, as recommended by the chief executive officer of The James, in consultation with the director of the Division of Gynecologic Oncology and the chairman of the Department of Obstetrics and Gynecology, and as approved by the dean of the College of Medicine and the senior vice president for Health Sciences.

The activities of the chair holder shall be reviewed no less than every four years by the chief executive officer of The James and the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James, the dean of the College of Medicine, and the senior vice president for Health Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund**

It is proposed that the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Bertram L. and Iris S. Wolstein Foundation.

Until June 30, 2016, the annual distribution from the endowed fund shall be reinvested in the endowment principal. Thereafter, the annual distribution shall be used to fund the components of the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative, including a capstone course in which advanced students will incorporate leadership lessons from Mr. Wolstein's autobiography, *Crossing the Road to Entrepreneurship*, academic-based internship opportunities for students, and an annual educational program for entrepreneurs and executives concerning key entrepreneurship lessons. The fund is intended to establish a permanent program within the Max M. Fisher College of Business; however, it may be revised as needed for academic or other needs. Expenditures shall be approved by the college's dean.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the dean of Max M. Fisher College of Business.

### **The Donald G. and Mary A. Dunn Chair Fund in Modern Military History**

It is proposed that The Donald G. and Mary A. Dunn Chair Fund in Modern Military History be established June 7, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the DGD Group, Inc.

The annual distribution from this fund shall be reinvested in the endowment principal until March 31, 2017. If the fund's principal balances reaches \$2,000,000 on or before March 31, 2017, the fund title shall be revised to The Donald G. and Mary A. Dunn Chair in Modern Military History and the annual distribution shall be used to support a chair position in the Department of History focusing on military history (post-1900). Appointment to the position shall be recommended to the provost by the executive dean of the College of Arts and Sciences and approved by the Board of Trustees. The activities of the chair shall be reviewed no less than every four years by the executive dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

If on March 31, 2017, the fund's principal balance is less than \$2,000,000, but is greater than or equal to \$1,000,000, the fund title shall be revised to The Donald G. and Mary A. Dunn Professorship in Modern Military History and the annual distribution shall be used to support a professorship in the Department of History focusing on military history (post-1900). Appointment to the position shall be recommended to the provost by the executive dean of the College of Arts and Sciences and approved by the Board of Trustees. The activities of the professor shall be reviewed no less than every four years by the executive dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

If on March 31, 2017, the fund's principal balance is not sufficient to establish an endowed professorship, the fund title shall be revised to The Donald G. and Mary A. Dunn Fund in Modern Military History. The fund's purpose shall be determined in consultation with a representative of the DGD Group, Inc.

After March 31, 2017, if the annual endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Joseph A. Alutto Chair Fund in Leadership Effectiveness**

It is proposed that Joseph A. Alutto Chair Fund in Leadership Effectiveness be established June 7, 2013, by the Board of Trustees of The Ohio State University, in

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accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends and colleagues.

As dean of the Max M. Fisher College of Business from 1991 - 2007, Joseph A. Alutto, helped to transform the college into a destination for excellence in business education. Following his 16 year tenure with the college, he was appointed executive vice president and provost of The Ohio State University, making him the second-longest serving provost in Ohio State history.

To honor and perpetuate his legacy, friends of the University would like to create the Joseph A. Alutto Chair in Leadership Effectiveness.

The annual distribution from this fund shall be reinvested in the fund's principal until July 1, 2018, unless the fund is revised prior to that date.

As long as the endowment's principal reaches \$2,000,000 on or before July 1, 2018, the Foundation agrees to submit a request to the University's Board of Trustees to revise the endowment to the Joseph A. Alutto Chair in Leadership Effectiveness. The purpose of the fund is to support the systematic exploration of knowledge about, and approaches to, effective leadership in public and private sector settings. The chair holder shall conduct research and produce writings to influence leadership practices, which shall be reflected in the design and offering of undergraduate, graduate, and/or executive education programs. Candidates for the position do not need to have a doctorate to qualify. Appointment shall be recommended by the provost and approved by the University's Board of Trustees.

In the unlikely event that on July 1, 2018 the endowment's principal is less than \$2,000,000, but is \$1,000,000 or more, the Foundation agrees to submit a request to the University's Board of Trustees to revise the endowment to the Joseph A. Alutto Professorship in Leadership Effectiveness to be used for the same purpose as described above.

If, on July 1, 2018, the endowment's principal is less than \$1,000,000, the Foundation agrees to submit a request to the University's Board of Trustees to revise the endowment to the Joseph A. Alutto Faculty Support Fund in Leadership Effectiveness in the Max M. Fisher College of Business, to support the systematic exploration of knowledge about and approaches to effective leadership in public and private sector settings, as approved by the College's dean.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Corbett Price President's Discretionary Fund**

It is proposed that The Corbett Price President's Discretionary Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance

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with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Corbett Price (MS 1975).

Until the endowment principal reaches \$1,000,000, the annual distribution shall be reinvested in the endowment principal. After the endowment principal reaches \$1,000,000, the annual distribution from this fund shall be used at the discretion of the president of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and the president of the University.

**The Dr. Russell Baldwin and Dorothy J. Baldwin Endowed Scholarship Fund  
for the College of Optometry**

It is proposed that The Dr. Russell Baldwin and Dorothy J. Baldwin Endowed Scholarship Fund for the College of Optometry be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Russell Baldwin (BS 1941) and Dorothy J. Baldwin.

The annual distribution from this fund shall provide scholarship support for students enrolled in the College of Optometry. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Optometry.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Optometry.

### **Center for Historical Research Fund**

It is proposed that the Center for Historical Research Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from an anonymous donor.

The annual distribution from this fund shall be used to sustain the Center for Historical Research in the Department of History, which employs fellows, invites guest lecturers, and teaches courses in one- and two-year programs centered on a theme with interdisciplinary reach, as approved by the chair of the Department of History.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of History.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of History. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Burn J. Lin, PhD Endowed Fund for Graduate Student Travel Honoring Professor Emeritus Stuart Collins Jr., PhD**

It is proposed that The Burn J. Lin, PhD Endowed Fund for Graduate Student Travel Honoring Professor Emeritus Stuart Collins Jr., PhD be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Burn Jeng Lin (MS 1965, PhD 1970) of Taipei, Taiwan, ROC.

Burn Lin is considered the leading pioneer in the field of microlithography, which is about the creation of submicron patterns on semiconductor chips. His career has consisted of many "firsts." He was the first person to create a computer program to simulate partially coherent projected images from arbitrary 2-D patterns, which led to numerous breakthroughs, including the invention of the exposure-defocus diagrams. He was again the first person to report deep-UV lithography. He was also the first person to propose and convince the semiconductor industry to adopt immersion lithography, and managed to implement it for high volume manufacturing to extend Moore's law by three generations.

Stuart Collins Jr. received his PhD from the Massachusetts Institute of Technology. He began his career in industry at Sperry Gyroscope (later Sperry Rand) where he worked on masers and lasers for six years. He invented the "Collins chart," still in use today, for computations involving Gaussian beams. Dr. Collins came to Ohio State in 1964, where he developed the lens matrix diffraction integrals in terms of ray matrices. He worked on the White cell for optical computing using residue arithmetic in the 1970s, and in the '90s adapted the White cell for optical steering of phased array antennas.

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For many years, Dr. Collins taught a popular course in laser optics and holography, and developed a laboratory on liquid crystal displays. Dr. Collins retired in 1992.

Dr. Collins' first PhD student was Burn Lin, whose dissertation was about aberrations in holography and microscope holography, a theoretical work on the third and fifth order aberrations verified experimentally on the third order components. Drs. Collins and Lin are still in contact. The advisor characterizes his graduate as a first-rate scientist and an excellent speaker. Dr. Lin started the Society of Photographic Instrumentation Engineers Journal of Microlithography, Microfabrication, and Microsystems, which was later renamed Journal of Micro/Nanolithography, MEMS, and MOEMS. He edited JM<sup>3</sup> from its inception in 2002 until 2011.

The annual distribution from this fund shall be used to support travel, conference fees, and related expenses for graduate students in the Department of Electrical and Computer Engineering to present their research at professional conferences. The purpose is to introduce students to future colleagues and begin their interconnected cycle of collaboration. Expenditures shall be approved by the dean of the College of Engineering, in consultation with the chair of the Department of Electrical and Computer Engineering and Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering, in consultation with the chair of the Department of Electrical and Computer Engineering.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Engineering, in consultation with the chair of the Department of Electrical and Computer Engineering.

### **The Carol Sue Zacks Entrepreneurial Program Award Fund**

It is proposed that The Carol Sue Zacks Entrepreneurial Program Award Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Carol Sue Zacks. Carol was a friend and advocate of Ohio State. She was also an avid traveler and passionate about education through entrepreneurship.

The annual distribution from this fund shall be used to provide an annual merit award for juniors in the Max M. Fisher College of Business entrepreneurial program who have at least a 3.5 grade point average. The award will offset the costs for two deserving students to take part in a semester-long experiential learning program with an Israeli start-up business.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select award recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.



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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment or reinvested in the endowment principal at the discretion of the college's dean.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Norbert F. and Viola E. Bergman Endowed Fund for Auglaize County OSU  
Extension**

It is proposed that The Norbert F. and Viola E. Bergman Endowed Fund for Auglaize County OSU Extension be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Catherine J. Bergman in honor of her parents.

The annual distribution from this fund shall be used to provide program funding for the Auglaize County OSU Extension. Expenses may include, but are not limited to, programs supporting extension education. It is the desire of the donor that decisions regarding use of the fund are made with local input. The OSU Extension professional in charge of Auglaize County Extension shall approve all expenditures from this fund. In doing so, he/she shall consult with the Auglaize County Extension Advisory Committee or a similar group of Auglaize County Extension volunteers if the advisory committee should cease to exist.

If the Auglaize County OSU Extension program ceases to exist, the fund shall be merged into the "Norbert F. and Viola E. Bergman Endowed Scholarship Fund" (Fund #481942).

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural administration and dean for Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of

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Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the vice president for agricultural administration and dean for Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension.

#### **Norbert F. and Viola E. Bergman Endowed Scholarship Fund**

It is proposed that The Norbert F. and Viola E. Bergman Endowed Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Catherine J. Bergman in memory of Norbert F. and Viola E. Bergman.

The annual distribution from this fund shall be used to provide renewable scholarships for no more than two (2) students ranking as juniors or seniors who have a minimum 3.0 grade point average, with first preference given to students from Auglaize, Shelby, or Mercer counties of Ohio. If there are no qualified candidates from these counties, second preference shall be given to students from any county in the state of Ohio. Scholarship recipients shall be selected by the director of Student Financial Aid. During the donor's lifetime, the Office of Academic Affairs shall provide contact information to scholarship recipients so they may express to the donor how this scholarship has impacted their lives.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

#### **The Grimm Family Athletic Scholarship Fund**

It is proposed that The Grimm Family Athletic Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Judy and Jeff (BS 1978) Grimm from Gahanna, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing an undergraduate degree, with preference given to candidates who are members of the women's basketball team. Scholarship recipients shall be selected by the director of Athletics, in consultation with Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of Athletics.

#### **The Kevin and Connie Walsh Athletic Scholarship Fund**

It is proposed that The Kevin and Connie Walsh Athletic Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Kevin and Connie Walsh of Baltimore, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's wrestling team and is pursuing an undergraduate degree at The Ohio State University. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Department of Athletics.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the Department of Athletics.

### **The Dr. Richard A. Caldwell Dental Scholarship Fund**

It is proposed that The Dr. Richard A. Caldwell Dental Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Richard A. Caldwell (DDS 1965) of Columbus, Ohio.

The annual distribution from this fund shall be used to provide a scholarship for a current dental student who is married and has a child or children. Preference shall be given to candidates with military experience. Scholarship recipients shall be selected by the dean of the College of Dentistry, or his/her representative, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Dentistry.

### **Mike and Janet Miller Scholarship Fund**

It is proposed that the Mike and Janet Miller Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mike (JD 1975) and Janet Miller.

The annual distribution from this fund shall provide scholarship support to students enrolled in the Michael E. Moritz College of Law who demonstrate financial need. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Michael E. Moritz College of Law.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Dr. Donald F. Bowers Jr. Advocacy Education Fund**

It is proposed that the Dr. Donald F. Bowers Jr. Advocacy Education Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from family, friends, and colleagues of Dr. Donald F. Bowers Jr. (DDS 1959).

Dr. Bowers served The Ohio State University College of Dentistry, the Ohio Dental Association, and the children of central Ohio for almost a half century, contributing to the education of countless general dentists, pediatric dentists, and dental hygienists. He also was deeply involved in organized dentistry, recognizing well ahead of many of his peers the importance of policy and the education of decision-makers. Through his writing and participation in community and professional issues related to oral health care, he helped shape the oral health of central Ohio, creating access programs and directing educational efforts to benefit Ohio's citizens, particularly children.

The annual distribution from this fund shall provide advocacy training to dental, dental hygiene, and dental specialty students for working with community decision-makers to improve oral health. Potential uses may include, but are not limited to: the participation of students in organized dentistry; hosting visiting professors and lecturers; supporting student and faculty research in areas of policy; public health and access; and the creation and distribution of oral health advocacy media within the College of Dentistry. Expenditures shall be approved by the chair of the Division of Pediatric Dentistry and Community Oral Health, in consultation with the associate dean for Academic Affairs in the College of Dentistry, a faculty member with a public health background, and a representative from the Ohio Dental Association, National Dental Association (Ohio), and/or the Hispanic Dental Association (Ohio).

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Dr. Bowers, if possible, and the dean of the College of Dentistry.

### **Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn**

It is proposed that the Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Rhonda and Michael Murnane (MD 1981) in honor of their good friend, Donald Dunn, for his 90th birthday.

The annual distribution from this fund shall provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history. Recipients shall be selected by the chair of the Department of History, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the executive dean of the College of Arts and Sciences.

### **Kathleen I. Brooks Fund**

It is proposed that the Kathleen (Kathy) I. Brooks Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues to honor her 32 years as graduate program coordinator in the College of Pharmacy. Kathy was an advisor, counselor, friend, and confidante to the graduate students that she served over those years.

The annual distribution from this fund shall support graduate students in the MS and PhD programs in the College of Pharmacy. Recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Robert D. Newcomb White Coat Fund**

It is proposed that The Robert D. Newcomb White Coat Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Robert D. Newcomb (BS 1970, OPT 1971).

The annual distribution from this fund shall be used for expenses related to the College of Optometry's annual White Coat Ceremony and other student events that instill professional and ethical values. Expenditures shall be approved by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Optometry.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and dean of the College of Optometry.

#### **Elizabeth Moffatt Williams Fund**

It is proposed that the Elizabeth Moffatt Williams Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gerald R. and Elizabeth M. Williams.

The annual distribution from this fund shall provide scholarship support to students enrolled in the College of Education and Human Ecology who served or are serving in the military, are military/veteran spouses, or are children of veterans who demonstrate academic ability and financial need. First priority will be given to disabled veterans. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Education and Human Ecology. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Albright Family Scholarship Fund**

It is proposed that The Albright Family Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Carl Albright (BA 1989) of Medina, Ohio.

The annual distribution from this fund shall be used to provide renewable, need-based undergraduate scholarships for Ohio residents enrolled full-time at the University's Columbus campus. It is the donor's preference that the recipient should be a graduate of Highland High School in Medina, Ohio. The annual distribution shall provide one need-based scholarship in increments of \$1,000 annually. The scholarship shall be used for the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses. The scholarship is renewable up to four semesters or upon completion of a baccalaureate degree whichever comes first, as long as the recipient continues to meet satisfactory academic progress and maintain financial need.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of



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Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

### **Bone Marrow Transplant Research Endowment Fund**

It is proposed that The Bone Marrow Transplant Research Endowment Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with initial gifts from Barry W. and Raenette M. Sanders of Marysville, Ohio, to encourage additional support from community donors and grateful patients who wish to advance the specialty of bone marrow transplant.

The annual distribution from this fund shall be reinvested in the endowment principal until December 31, 2016 after which it shall be used to support the bone marrow transplant program at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) – Comprehensive Cancer Center (CCC) as allocated by the chief executive officer of The James and the director of the CCC.

If, by December 31, 2016, the endowment principal reaches the required minimum funding level of \$1,000,000 for a professorship or \$2,000,000 for a chair, the endowment will be revised accordingly to provide a position supporting a nationally or internationally recognized faculty member in bone marrow transplant. After December 31, 2016, the fund may be revised if the endowment principal reaches the minimum funding level for a professor or chair required at that date. The chair or professorship holder shall be appointed by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, director of the CCC, dean of the College of Medicine, and the senior vice president for Health Science. The activities of the professorship or chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

After December 31, 2016, in any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer of The James.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and as recommended by the chief executive officer of The James, director of the CCC, dean of the College of Medicine and by the senior vice president for Health Sciences.

### **The Tom W. Davis Men's Swimming and Diving Scholarship Fund**

It is proposed that The Tom W. Davis Men's Swimming and Diving Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Tom W. Davis, Columbus, Ohio.

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Ten percent of the annual distribution from this fund shall be reinvested in the fund's principal. The remaining annual distribution shall supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the men's swimming team or diving team, with preference given to a member of the diving team. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Athletics.

#### **Nadine and Darold I. Greek Scholarship Fund**

It is proposed that the Nadine and Darold I. Greek Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Richard Weisheimer (BA 1964) and Jon Weisheimer (BA 1970) in memory of their mother and step-father, Nadine and Darold I. Greek.

The annual distribution from this fund shall provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history. Recipients shall be selected by the chair of the Department of History, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of

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Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the executive dean of the College of Arts and Sciences.

### **Biological Sciences Greenhouse Fund**

It is proposed that the Biological Sciences Greenhouse Fund, formerly known as the Plant Biology Fund, be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Waller family, other donor, and friends.

The annual distribution from this fund shall be used to defray expenses in the Biological Sciences Greenhouse Facility as recommended by the greenhouse coordinator and approved by the chair of the Department of Molecular Genetics and the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the executive dean of the College of Arts and Sciences.

### **Medical Student Merit Scholarship Fund**

It is proposed that the Medical Student Merit Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from anonymous donors.

The annual distribution from this fund shall be used provide scholarship support to incoming medical students based on academic merit. Recipients shall be selected by the College of Medicine Scholarship Committee, in consultation with Student Financial Aid, and as approved by the College's dean.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the chief executive officer or director.

#### **Frederick "Fritz" D. Meyers Scholarship Endowment Fund**

It is proposed that the Frederick "Fritz" D. Meyers Scholarship Endowment Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Frederick "Fritz" D. (BME 1949, MBA 1952) and Monalee (MA 1971) Meyers.

Fritz is a "very proud Buckeye" and refers to Ohio State as "my university." As an undergraduate, he was class president (1946-1947), business manager of The Makio, vice president of his fraternity, and a member of Student Senate, Sphinx, Bucket and Dipper, Romophos, American Society of Mechanical Engineers, Tau Beta Pi Honorary, Ohio Staters, Toastmasters, and Strollers. His activities on behalf of these organizations continue to this day.

Upon graduation, Fritz launched a successful career at Owens Corning. When he retired, he returned to Ohio State as a beloved professor in engineering graphics and the Fundamentals of Engineering for Honors (FEH) program. He considers his finest moments to be those spent in the lab, engaging his students in engineering. In both 1994 and 2007, he received the Distinguished Teaching Award. In 2008, he became professor emeritus.

The annual distribution from this fund shall support a scholarship for a student enrolled in the College of Engineering who has completed his/her first year as a student in FEH. Qualified candidates must display academic merit and involvement in The Ohio State University community through student leadership. Preference shall be given to candidates who have expressed an interest in mechanical and/or civil engineering and a desire to "build things." Scholarship recipients will be selected by the program director of FEH, in consultation with the dean of the College of Engineering and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify

the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Robert E. Miller Transportation and Logistics Scholarship Fund**

It is proposed that The Robert E. Miller Transportation and Logistics Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Tom W. Davis, Columbus, Ohio.

Ten percent of the annual distribution from this fund shall be reinvested in the fund's principal. The remaining annual distribution shall provide scholarships to undergraduate students at the Max M. Fisher College of Business majoring in transportation and logistics. Scholarship recipients will be selected by the college's Undergraduate Programs office, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and dean of the Max M. Fisher College of Business.

#### **The John T. Mount Fund for Regional Campuses**

It is proposed that The John T. Mount Fund for Regional Campuses be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from John T. Mount (BS 1941).

The annual distribution from this fund shall provide at least one opportunity for an undergraduate student attending a regional campus of The Ohio State University to participate in an approved study abroad program. Candidates must be in good academic standing and progressing toward a degree. The opportunity shall be made available to one regional campus per year and shall rotate based on the following order: Marion, Newark, Lima, Mansfield. Recipients shall be selected by the director of Study Abroad, in consultation with the appropriate regional campus dean or director.

If no candidates from the specified regional campus are identified for the study abroad opportunity, the annual distribution may be used to provide a one-time, tuition-only scholarship(s). Scholarship recipients shall be selected by the appropriate regional campus dean or director, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients

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should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Study Abroad, in consultation with the director of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall seek advice from the director of Study Abroad, in consultation with the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The O.A.R. "Heard the World" Scholarship Fund**

It is proposed that The O.A.R. "Heard the World" Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from O.A.R. via Heard the World Fund at The Community Foundation. This gift is considered as credit for Mahoning County within The Ohio Scholarship Challenge.

The annual distribution from this fund shall provide a tuition-only scholarship to an Ohio State undergraduate student, regardless of campus or major. The scholarship is portable and transferable if campus or major changes. Preference shall be given to graduates of Liberty High School in Youngstown, Ohio who qualify for need-based financial aid. If Liberty High School no longer exists, then preference shall be given to graduates of the new high school for students from the same area. If no candidate exists, the scholarship criteria may be expanded to include students from any high school in the Youngstown, Ohio area. Scholarship recipients shall be selected by Student Financial Aid and may be renewed for up to four years, as long as the student remains in good standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This endowment is eligible for a four-year annual distribution match as outlined in The Ohio Scholarship Challenge, beginning the fiscal year following authorization from the Board of Trustees. Per the request of the donor, the University will use the funds match to increase the award amount.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural

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administration director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and Student Financial Aid.

#### **James and Sharon Rohr Innovation Fund**

It is proposed that the James and Sharon Rohr Innovation Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James (MBA 1972) and Sharon Rohr of Pittsburgh, Pennsylvania.

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff, in accordance with the strategic plan of the college.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the Max M. Fisher College of Business.

#### **William A. McCloy Dean's Innovation Fund**

It is proposed that the William A. McCloy Dean's Innovation Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from William A. McCloy (BS 1982).

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support faculty, student, and staff activities, in accordance with the college's strategic plans.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in

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subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the Max M. Fisher College of Business.

### **The H. Keith Allen Family Endowed Fund**

It is proposed that The H. Keith Allen Family Unrestricted Endowed Fund was established May 14, 2010, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from H. Keith Allen (BSBA 1963) and L. Ann Allen of Powell, Ohio. The name is being revised on June 7, 2013.

Keith graduated from The Ohio State University College of Commerce and Administration (now known as The Max M. Fisher College of Business) in 1963, with a bachelor of science in accounting. He joined Peat, Marwick, Mitchell & Co. in Columbus, Ohio, upon graduation where he became a certified public accountant. Four years later, Keith joined The Ohio Company as assistant treasurer, working his way to becoming COO until the sale of the company to Fifth Third Bank. Keith was the recipient of an accounting scholarship and a member of Beta Alpha Psi. He served on many community boards, as well as on the board of the Chicago Stock Exchange, and served on committees affiliated with the New York Stock Exchange. Keith also served on the Fisher College of Business Dean's Advisory Council.

Until the principal of the fund reaches \$50,000, the annual distribution from this fund shall be used at the discretion of the dean of the Fisher College of Business to support activities of the faculty, students, and staff, in accordance with the College's strategic plans.

When the principal of the fund reaches \$50,000, the University agrees to revise The H. Keith Allen Family Endowed Fund to a restricted endowed scholarship fund at the Fisher College of Business. The annual distribution from this fund shall be used to provide scholarship support for an undergraduate student(s) enrolled at the Fisher College of Business. Selection of the recipient(s) shall be made by the director of the undergraduate programs office at the Fisher College of Business, in consultation with the University's Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion will be reinvested into the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.



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It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the Fisher College of Business.

#### **The Manuel Barkan Endowed Fellowship Fund**

The Manuel Barkan Endowed Fellowship Fund was established August 30, 1995, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from Theresa (Toby) Barkan Willits (MA Social Admin. '51) of Dublin, Ohio. The description was revised March 6, 1998, and is being further revised on June 7, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the academic and living expenses of a graduate student in the Department of Arts Administration, Education and Policy who is completing the dissertation. The fellowship must be used for the final year of writing the dissertation. Applicants will have fulfilled all course work, passed all preliminary exams, and had the dissertation research proposal or plan approved. They will also be full-time students, unless work type and hours have been approved by the advisor. With approved outside work, they should devote not less than 50% of time to completion of the dissertation. It is anticipated that the doctoral degree will be received at the end of the fellowship year. The annual award, called the "Manuel Barkan Dissertation Fellowship," shall be given to a candidate determined by the Department of Arts Administration, Education and Policy Graduate Studies Committee, with the chairperson of the Department. The primary criterion is scholarly excellence. Other criteria to be considered are the quality of the project design, originality, feasibility and proposed schedule for the project, and scholarly significance and potential for contribution to the field. If in one year no award is made, two awards may be given the following year.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board, as recommended by the chairperson of the Department in order to carry out the desire of the donor, which is to support the completion of the PhD degree or other relevant terminal degree in the fine arts.

#### **Rebecca Lucile Cornetet Endowed Scholarship Fund**

The Rebecca Lucile Cornetet Endowed Scholarship Fund was established July 11, 2003, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Rebecca Lucile Cornetet (BSEd 1929, BA 1929, MA 1932) of Columbus, Ohio. The description is being revised on June 7, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support undergraduate merit-based scholarships for the study of Greek and Latin, with a preference for Latin. Scholarships will be awarded in consultation with Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board, as recommended by the chairperson of the Department of Classics in order to carry out the desire of the donor.

### **The Kalbouss Russian Culture Fund**

The Kalbouss Russian Culture Fund was established May 7, 1999, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from George Kalbouss, a member of the faculty of the Department of Slavic and East European Languages and Cultures since 1973, and from faculty, friends, and former students of Professor Kalbouss. The description was revised on September 17, 2010, and is being further revised on June 7, 2013.

The annual distribution from this fund shall be for used for outreach to Slavic cultures, especially in the state of Ohio, by supporting faculty and students who engage in activities including, but not limited to: research, conferences, lectures, presentations, and seminars. Emphasis should be placed on new approaches and new subjects, accenting more cultural studies rather than the traditional language and literature department activities, such as literary and linguistic research. Expenses may include, but are not limited to: travel, materials, and financial compensation for time. The chair of the Department of Slavic and East European Languages and Cultures will establish a committee to assign the funds each year.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Slavic and East European Languages and Cultures and the executive dean of the College of Arts and Sciences. (Formerly the College of Humanities was a separate entity; it is now the Division of Arts and Humanities within the College of Arts and Sciences.)

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management. It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from George Kalbouss, should he be alive, and the chair of the Department of Slavic and East European Languages and Cultures and the executive dean of the College of Arts and Sciences.

### **The Kenneth E. Naylor Professorship**

The Kenneth E. Naylor Professorship was established November 5, 1993, in accordance with the terms and conditions of the last will and testament of Dr. Kenneth E. Naylor, the terms and conditions of this agreement, and the guidelines approved by the Board of Directors of The Ohio State University Foundation. Gifts are designated for support of the study of South Slavic culture in the College of Arts and Sciences from the estate of Kenneth E. Naylor. The description is being revised on June 7, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Board of Directors of the Foundation, with the right to invest and reinvest as

occasion dictates. Appointment to the professorship shall be made by the dean of the College of Arts and Sciences to the provost, and approved by the Board of Trustees.

The annual income of the fund shall be returned to principal until a permanent professor has been appointed. At that time, the annual income shall be distributed to the College of Arts and Sciences to be used to support the work of a distinguished teacher, researcher, and scholar in South Slavic studies, in accordance with the following provisions:

- (1) Preference shall be given to the creation of a professorship in the field of South Slavic linguistics in the Department of Slavic and East European Languages and Cultures, where Dr. Naylor had a distinguished career for many years as a scholar, teacher, and researcher. The incumbent will hold an adjunct appointment in the Center for Slavic and East European Studies at the University, where Dr. Naylor once served as director.
- (2) In the event the University should decide that it does not have the need for a senior scholar in South Slavic linguistics, or if it is unable to appoint a suitable scholar in South Slavic linguistics by October 1, 1995, for the initial appointment, the University shall create a Naylor Professorship of South Slavic History in the Department of History. This is in recognition of the fact that Dr. Naylor's broad interests went well beyond the confines of a single department, and included all facets of South Slavic linguistics, history, and culture. The incumbent will hold an adjunct appointment in the Center for Slavic and East European Studies.
- (3) Whenever a vacancy in the Naylor Professorship occurs, including the initial appointment vacancy, the dean of the College of Arts and Sciences shall appoint a successor in either the field of South Slavic linguistics in the Department of Slavic and East European Languages and Cultures, or the field of South Slavic history in the Department of History. This appointment shall be made upon the recommendation of the chairperson of the Department of History, the chairperson of the Department of Slavic and East European Languages and Cultures, and the director of the Slavic and East European Studies Center. Preference in making the appointment shall always be given to a senior scholar of South Slavic linguistics, provided there is a continuing need for instruction in this field at the University. In the event an appointment cannot be made in an appropriate period of time, the dean of the College of Arts and Sciences shall appoint a senior scholar in South Slavic history.
- (4) If the University should decide that it no longer wishes to offer instruction in South Slavic linguistics or history, then the money shall be used to create a fund in the Slavic and East European Studies Center to support scholarly research in the field of South Slavic linguistics, history, literature, or culture. Distribution of the income from the fund to support such research shall be made by the director of the center upon the recommendation of appropriate faculty members of the University. Preference will be given to the support of doctoral dissertation research in the fields of South Slavic linguistics, history, literature, and culture at The Ohio State University.
- (5) It is the desire of the donor that this professorship and the fund which supports it should benefit the University in perpetuity. The professorship, the fund, and the income from the fund must always be identified with the memory of Kenneth E. Naylor, whose distinguished career brought lustre to The Ohio State University.

### **David J. Neustadt Scholarship Fund in Greek and Latin**

The David J. Neustadt Scholarship Fund in Greek and Latin was established September 22, 2004, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Tim Neustadt (BA 1967, MA 1969) of Palos Verdes Estates, California. The description is being revised on June 7, 2013.

The annual distribution from this fund shall be used to provide scholarship support to an undergraduate student majoring in Greek and Latin.

Scholarship recipients shall be selected by the chairperson of the Department of Classics, in consultation with the dean of the College of Arts and Sciences and Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and the Foundation Board, as recommended by the chairperson of the Department of Classics, in consultation with the dean of the College of Arts and Sciences. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

### **The Hongor Oulanoff Memorial Lecture in Classical and/or Contemporary Russian Literature Fund**

The Hongor Oulanoff Memorial Lecture in Classical and/or Contemporary Russian Literature Fund was established February 11, 2011, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Constance Alexa Oulanoff in memory of Hongor Oulanoff, professor of Russian at The Ohio State University, 1963-1991. The description is being revised on June 7, 2013.

The purpose of this fund is to promote a better understanding and appreciation of classical and contemporary Russian literature. The annual distribution from this fund shall provide an annual lecture by a distinguished scholar of Russian literature to be selected by the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the donor or her designee and approved by the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the

original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, or her designee, and from the executive dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures.

#### **The Melanie and Philippe Radley Endowed Scholarship Fund**

The Melanie and Philippe Radley Endowed Scholarship Fund was established July 7, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Melanie (BA 1964) and Philippe Radley. The description is being revised on June 7, 2013.

The annual distribution from this fund shall be used to support undergraduate students majoring in Russian in the Department of Slavic and East European Languages and Cultures. The areas of support will include study abroad projects, student research project support, partial tuition support, and internships in Russia or in the field. Recipients will be selected by the dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures.

Scholarships will be awarded in consultation with Student Financial Aid. The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board, as recommended by the dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

#### **The Dr. Miriam G. Schwartz Slavic Fund**

The Dr. Miriam G. Schwartz Slavic Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Miriam G. Schwartz (BS 1944, MA 1967, PhD 1979) through the Miriam & Stanley Schwartz Jr. Philanthropic Foundation. The description is being revised on June 7, 2013.

The annual distribution from this fund shall be used to provide merit-based scholarship support for undergraduate students who have declared a major in Russian language, literature, culture, or linguistics. The recipient must be at least junior status and have a grade point average of 3.5 or higher. Scholarship recipients shall be selected by the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the dean of the College of Arts and Sciences and Student Financial Aid. The donor shall be kept apprised of the selection process and the awarding of the scholarship.

A portion of the annual distribution may be used to recognize teaching and research excellence among the instructors and faculty in the Department of Slavic and East

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European Languages and Cultures at the discretion of the dean of the College of Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

### **The Úprka-Laga-Schweitzer Fund in Czech Studies**

The Úprka-Laga-Schweitzer Fund in Czech Studies was established March 2, 2007, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Sharon Marie Schweitzer-Robinson (BA 1984). The description was revised September 21, 2007, and is being further revised on June 7, 2013.

The fund is named after relatives of the donor: Jozef Úprka (artist) and his brothers, Frantisek Úprka (sculptor) and Jan Úprka (artist); the Laga family; the donor's mother, Evelyn Mary Laga Schweitzer; and the donor's maternal grandparents, Mary Antonia Nekarda-Laga and Frank Martin Laga.

The annual distribution from this fund shall be used to defray the cost of tuition or other program costs for undergraduate or graduate students studying Czech language and culture at The Ohio State University in the College of Arts and Sciences. Preference shall be given to students in a Czech study abroad program, specifically in the Moravian regions of the Czech Republic. Scholarship recipients will be selected by the dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures and Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board, as recommended by the dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

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**The Abercrombie & Fitch Women's Oncology Center Endowment Fund**

The Abercrombie & Fitch Women's Oncology Center Endowment Fund was established February 1, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation. The fund is being closed on June 7, 2013.

## The Ohio State University Health System

### FY 2014 Budget

#### OSU Wexner Medical Center Board

May 29, 2013



Improving People's Lives  
through innovations in personalized health care



Wexner  
Medical  
Center

## The Ohio State University Health System

### The Need for a Strong Budget

- Invest into the 3 mission areas of OSUMC
- Support the University's credit rating
- Provide sufficient cash flow to:
  - Service the debt
  - Invest in equipment and facilities
  - Invest in the three missions; clinical, education and research
  - Build cash reserves



Wexner Medical Center



## The Ohio State University Health System 2014 Budget – Key Tenets and Targets

- The Long Range Financial Plan provides the foundation for the 2014 budget.
- The Budget is designed to generate margin and cash necessary to finance Medical Center Expansion.
- The Budget recognizes unprecedented uncertainty with Health Care Reform, reimbursements, and the economic outlook.
- The Budget produces financial results which meet the following Board approved financial targets.

### Current Financial Targets

Operating EBIDA Margin	10.0 to 12.5%
Days Cash on Hand	Incr. 3 to 5 days/yr
Debt Service Coverage	> 4.0 Times



Wexner Medical Center

## The Ohio State University Health System Significant Environmental Issues

- The budget assumes sequestration throughout 2014, with a negative revenue impact of \$9.0M.
- Proposed state budget reductions of approximately \$16.0M are also included.
  - 5.0% rate cut for inpatient and outpatient services
  - Reduction of up to 10% for the James cost reimbursement
  - Capital reductions and readmission penalties
  - Impact of these proposals in 2015 will be in excess of \$30.0M



Wexner Medical Center

## **The Ohio State University Health System Significant Environmental Issues**

- Medicaid expansion in Ohio is uncertain
  - Both Medicare and Medicaid reductions were made in anticipation of Medicaid expansion
  - While reducing rates, expansion would greatly expand coverage of currently uninsured patients.
  - Budget assumes that Medicaid rate reductions will continue as currently proposed, but that the benefits to expansion will be minimal.
- Impact of insurance exchanges scheduled to begin January 2014 are difficult to project
  - The number and type of managed care organizations and networks participating in exchanges is uncertain.
  - Insurance exchanges may pose a particular challenge for academic medical centers such as OSUWMC as the insurance market may not maintain historic support of the teaching hospitals
- No significant charge increases in 2014



Wexner Medical Center

## **The Ohio State University Health System Significant Environmental Issues**

- OSUWMC has run models to predict the impact of both Medicaid expansion and exchanges.
  - 6 month impact in 2014 of negative \$5M included
  - Generally favorable impact of uninsured individuals obtaining coverage with the anticipated negative rate pressure brought about by exchanges.
- Focus on 2014 will be expense control and ability to react to market and revenue changes.
  - Efficiency initiatives included in this budget
  - Shared Services expenses generally flat
- Capacity constraints will limit growth until opening of new hospital



Wexner Medical Center

## The Ohio State University Health System Key Statistics and Assumptions

	FY 14 Budget	FY 13 Forecast	Inc(Dec) FY13 to FY14	FY 12 Actual
Admissions	57,747	56,300	2.6%	56,170
Average Daily Census	945	926	2.1%	913
Average Length of Stay	6.0	6.0	0.0%	6.0
Available Beds	1,190	1,190	0.0%	1,187
Occupancy %	79.4%	77.8%	2.1%	76.9%
Outpatient Visits	1,465,271	1,426,479	2.7%	1,197,969
Surgeries	39,760	38,951	2.1%	37,700
Case Mix Index	1.667	1.667	0.0%	1.670

### ASSUMPTIONS ON INCREASES

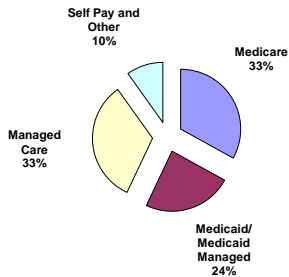
Gross/Net Revenue	FY 14 Budget	Payer Mix	Expenses	FY 14 Budget	% of Total
Gross Price Increase	0.0%		Avg. Salaries & Benefits	2.0%	51.5%
Medicare	0.0% to 1.0%	33.0%	Supplies and Drugs	3.5% - 4.5%	21.4%
Medicaid	0.0%	24.0%	Services	3.5%	19.8%
Mgd. Care/Commercial	4.0% - 5.0%	33.0%	Other	5.0%	7.3%
Other	0% - 1.5%	10.0%			



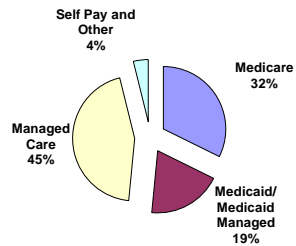
Wexner Medical Center

## The Ohio State University Health System Payer Mix Assumptions

Health System Admissions



Health System Net Revenue



Wexner Medical Center

## The Ohio State University Health System Consolidated Statement of Operations (in thousands)

<u>Statement of Operations</u>	<u>FY 14 Budget</u>	<u>FY 13 Forecast</u>	<u>Inc(Dec) FY13 to FY14</u>	<u>FY 12 Actual</u>
Total Operating Revenue	\$2,113,124	\$2,026,047	4.3%	\$ 1,913,546
Operating Expenses:				
Salaries and Benefits	981,534	941,464	4.3%	957,865
Supplies and Pharmacy	408,161	393,096	3.8%	385,798
Services	376,389	367,976	2.3%	275,659
Depreciation	79,313	79,857	-0.7%	75,985
Interest	11,251	8,873	26.8%	9,518
Univ Overhead	48,360	45,904	5.4%	43,046
Total Operating Expenses	1,905,008	1,837,170	3.7%	1,747,871
Income from Operations	208,117	188,877	10.2%	165,675
Investment Inc. & Non Operating	1,321	1,344	-1.7%	2,755
Excess of Revenue over Expense	209,438	190,221	10.1%	168,430
Other Changes in Net Assets:				
Medical Center Investments	(113,174)	(115,910)	-2.4%	(99,002)
Contrib for Property Acquisitions and other changes in net assets	33,594	31,183	7.7%	36,936
Increase/(Decrease) in Net Assets	\$ 129,858	\$ 105,494	23.1%	\$ 106,364
EBIDA Margin	14.1%	13.7%		13.1%
Days Cash on Hand	66.8	63.8		59.5
Debt Service Coverage	6.1	6.5		6.1



Wexner Medical Center

## The Ohio State University Health System Consolidated Admissions

	<u>FY 14 Budget</u>	<u>FY 13 Forecast</u>	<u>Inc(Dec) FY13 to FY14</u>	<u>FY 12 Actual</u>
University Hospital	25,965	25,580	1.5%	25,405
Ross Heart Hospital	7,808	7,587	2.9%	7,754
James Cancer Hospital	10,880	10,472	3.9%	10,243
University Hospital East	9,791	9,371	4.5%	9,487
OSU Harding Hospital	3,303	3,290	0.4%	3,281
Consolidated	57,747	56,300	2.6%	56,170



Wexner Medical Center

## The Ohio State University Health System Consolidating Margins, Pre-allocation, by Unit (in thousands)

	FY 14 Budget	FY 13 Forecast	Inc(Dec) FY13 to FY14
University Hospital	\$165,416	\$165,490	0.0%
Ross Heart Hospital	48,876	44,629	9.5%
James Cancer Hospital	255,265	246,579	3.5%
University Hospital East	32,025	27,537	16.3%
OSU Harding Hospital	4,141	4,205	-1.5%
Specialty Care Network	(29,286)	(36,261)	19.2%
Primary Care Network	12,687	14,332	-11.5%
Shared Services	(190,442)	(188,906)	-0.8%
Depreciation and Interest	(90,564)	(88,733)	-2.1%
Consolidated	\$208,117	\$188,872	10.2%



Wexner Medical Center

## The Ohio State University Health System Consolidated Balance Sheet (in thousands)

<u>Balance Sheet</u>	FY 14 Budget	FY 13 Forecast	FY 12 Actual
<u>Assets</u>			
Cash	\$ 125,000	\$ 125,000	\$ 137,657
Other Current Assets	309,180	300,527	292,759
Assets Limited as to Use			
Trusted Assets	38,337	38,138	55,047
Designated Investments	209,356	182,219	133,997
Total Assets Limited as to Use	247,693	220,357	189,044
Property, Plant & Equipment			
Cost	2,234,783	1,914,193	1,545,961
Less Accumulated Depreciation	840,732	761,419	681,561
Property, Plant & Equipment - Net	1,394,051	1,152,774	864,400
Other Assets	13,956	16,264	18,572
Total Assets	\$2,089,880	\$1,814,922	\$1,502,432
<u>Liabilities &amp; Net Assets</u>			
Current Liabilities	\$ 255,413	\$ 248,432	\$ 237,130
Long-Term Debt	840,882	702,760	507,063
Net Assets	993,585	863,730	758,239
Total Liabilities & Net Assets	\$2,089,880	\$1,814,922	\$1,502,432



Wexner Medical Center

## The Ohio State University Health System

### Statement of Cash Flow from Operations

(in thousands)

	FY 14 Budget	FY 13 Forecast	FY 12 Actual
<b><u>Sources of Cash:</u></b>			
Excess of Revenues over Expenses	\$ 208,117	\$ 188,875	\$ 165,673
Depreciation	79,313	79,857	75,985
Interest, Other and Non Operating, net	2,178	(2,794)	8,451
Restricted Contrib. Used for Property Acquisitions	-	-	2,419
Non MCE borrowing	-	4,607	8,471
Cash transfers from designated (to) funds	-	-	500
Total Sources of Cash	<u>\$ 289,608</u>	<u>\$ 270,545</u>	<u>\$ 261,499</u>
<b><u>Uses of Cash:</u></b>			
Change in Working Capital	\$5,580	(\$6,120)	\$53,907
Long Term Debt Payments	43,054	40,551	32,810
Capitalized Interest on MCE construction	32,660	27,219	16,623
Cash Growth	27,137	35,565	(13,222)
Medical Center Investments	113,174	115,910	99,002
Routine Capital Expenditures	68,000	57,420	72,379
Total Uses of Cash	<u>\$ 289,605</u>	<u>\$ 270,545</u>	<u>\$ 261,499</u>
Medical Center Expansion not included above, financed through bonds and short term borrowing	<u>\$ 219,929</u>	<u>\$ 283,593</u>	<u>\$ 200,376</u>



Wexner Medical Center



# Wexner Medical Center



Wexner Medical Center

## The Ohio State University Wexner Medical Center

### Expansion Project Status Update

May 2013

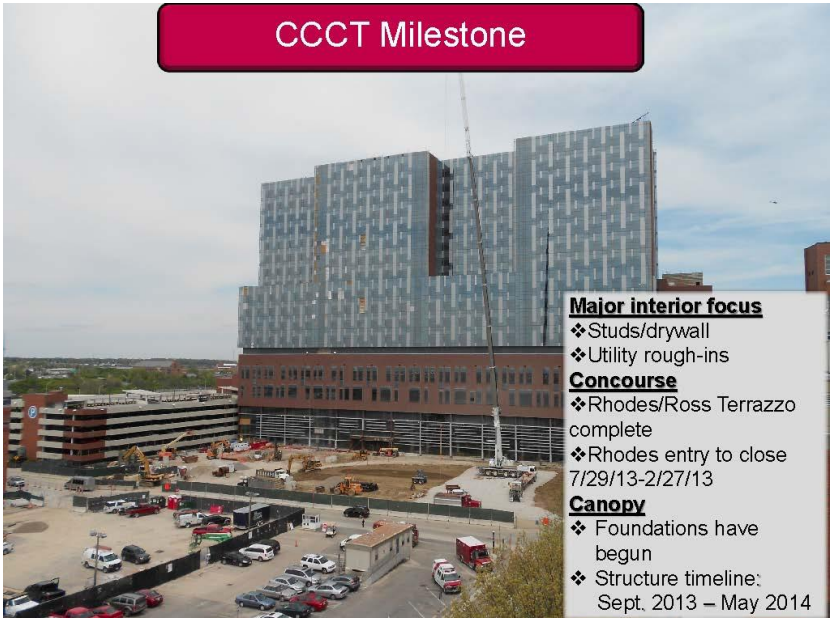


Improving People's Lives  
through innovations in personalized health care



Wexner  
Medical  
Center

### CCCT Milestone



#### **Major interior focus**

- ❖ Studs/drywall
- ❖ Utility rough-ins

#### **Concourse**

- ❖ Rhodes/Ross Terrazzo complete
- ❖ Rhodes entry to close 7/29/13-2/27/14

#### **Canopy**

- ❖ Foundations have begun
- ❖ Structure timeline: Sept. 2013 – May 2014



## Jones Legacy Park

### Jones Legacy Park

- ❖ Cramblett demolition complete
- ❖ Construction trailers removed
- ❖ ED parking will relocate to Cramblett site
- ❖ Dodd Loop completion in 3<sup>rd</sup> quarter, 2013



## Loading Dock and Renovation Update

### Loading Dock

- ❖ Phase 2 demo & utilities complete
- ❖ Phase 2 scheduled for completion in September, 2013

### Renovation

- ❖ Central sterile phase 2 underway
- ❖ Preparation for new EVS cart washer and autoclave have begun



## Expansion Project Commitments Thru March 2013

Project Element ( \$ in millions)	Current Budget	Funding Released By Board	Contract Commitments to Date	Spent to Date
Cancer & Critical Care Tower (CCCT)	\$ 743.0	\$ 662.0	\$ 612.4	\$ 350.3
Infrastructure & Roadways (I&R)	\$ 91.5	\$ 91.9	\$ 90.9	\$ 69.1
Spirit of Women Park (SoWP)	\$ 5.6	\$ 5.7	\$ 5.6	\$ 5.4
Rhodes, Doan, James, Cramblett Mechanical Electrical Plumbing (RDJC-MEP)	\$ 51.2	\$ 51.2	\$ 49.1	\$ 39.0
Demolition & Decommissioning (Demo)	\$ 18.4	\$ 18.4	\$ 16.9	\$ 13.5
Support & Project Contributions	\$ 190.3	\$ 188.3	\$ 178.0	\$ 170.3
<b>Total Project</b>	<b>\$ 1,100.0</b>	<b>\$ 1,017.5</b>	<b>\$ 952.9</b>	<b>\$ 647.6</b>



Waxner Medical Center

## Expansion Project Funding Request For Project Commitments-Final Request

Project Element ( \$ in millions)	FINAL Funding Release Request
Medical Equipment	37.6
Technology & AGV	21.0
FF&E	11.8
Signage & Wayfinding	10.5
Master Planning & Administration	.1
Cancer & Critical Care Tower (CCCT)	\$ 81.0
Infrastructure & Roadways (I&R)	\$ (0.4)
Spirit of Women Park (SoWP)	\$ (0.1)
Rhodes, Doan, James, Cramblett Mechanical Electrical Plumbing (RDJC-MEP)	\$ 0.0
Demolition & Decommissioning (Demo)	\$ 0.0
Support & Project Contributions	\$ 2.0
<b>Total Project Budget</b>	<b>\$ 82.5</b>



Waxner Medical Center

## Expansion Project Contingency Summary

### Total Contingencies Remaining



### Potential Contingency Use

Future Design/Consulting/Administrative Costs	\$	(4.5 – 5.8) M
Interior Design/Branding Integration	\$	(6.2 – 7.5) M
Pending Change Order Requests - CCCT	\$	(7.2 – 9.3) M
Pending Change Order Requests - Other Projects	\$	(1.0 – 1.7) M
Potential Future Change Orders - CCCT	\$	(1.3 – 1.9) M
<b>Total Potential Contingency Use</b>	<b>\$</b>	<b>(20.2 – 26.2)M</b>

**Contingencies Remaining After Potential Use** **\$ 10 M**



## Edge Participation

Source: EOD Report, March 2013

	Edge Contracted Amount	Edge Contracted %*	Edge Payment Amount	Edge Payment %*
Wexner Medical Center Expansion Project (WMCEP)	\$ 201,657,085	26.6%	\$ 138,547,999	18.3%
South Campus Chiller Plant Project	\$ 6,698,504	0.9%	\$ 6,243,157	0.8%
<b>Total Construction Reform</b>	<b>\$ 208,365,589</b>	<b>27.5%</b>	<b>\$ 144,791,156</b>	<b>19.1%</b>

\* Percentage based on total Board of Regents Approved \$756M construction reform pilot project

### Ohio Participation % for Turner/Bovis Construction Contracts\*\*

**87.4%**

\*\*Based on information provided by Turner Lend Lease for CMR contracts only.



# Questions?



Wexner Medical Center

June 7, 2013 meeting, Board of Trustees

(APPENDIX LVIII)

**The Ohio State University Board of Trustees  
Finance Committee**

June 6, 2013

**Topic:**

Fiscal Year 2014 Budget – Tuition Increase (including instructional, general and activity fees)

**Context:**

In order to provide the Board of Trustees a total Fiscal Year 2014 Budget Plan at this Board meeting, it is necessary to bring the tuition and fee increases for fiscal year 2014 for approval at this time.

**Summary:**

- Undergraduate instructional fees are proposed to remain at the fiscal year 2013 level, with no increase requested.
- Graduate instructional fees are proposed to increase 2.0%.
- Non-resident graduate and undergraduate surcharge fees are proposed to increase 2.0%.
- These tuition decisions are applicable to the Columbus Campus and Regional Campuses.

**Requested of Finance Committee:**

Approval of the attached resolution regarding fiscal year 2014 tuition increases.

June 7, 2013 meeting, Board of Trustees

**The Ohio State University Board of Trustees  
Finance Committee**

June 6, 2013

- I. Background
- II. Tuition
  - a. Comparison to other selective admission Ohio universities
  - b. Benchmark Comparisons
  - c. Recommendations for instructional and general fees and non-resident surcharge
  - d. Regional campuses and ATI
- III. What Happens Next
- IV. Summary and Conclusions

I. Background

The administration considered a number of factors to arrive at the proposed fiscal year 2014 tuition and mandatory fee recommendations. These included:

- A. The State of Ohio Biennial Budget as proposed for fiscal year 2014 and fiscal year 2015 included an increase of state subsidy funding to the university in excess of \$11 million in fiscal year 2014. Based on initial estimates provided by the Board of Regents, we expect to receive approximately \$8 million more in state subsidy for fiscal year 2015.
- B. The desire to keep costs affordable for students of The Ohio State University. In the comparison to other selective public universities in Ohio shown in section II of this document, tuition at The Ohio State University is expected to remain one of the lowest in the state.
- C. The recommended tuition and mandatory fee increases for Ohio State are expected to be at the same level or below all of our peer universities as shown in section II.

II. Tuition

A. Comparisons to other Ohio selective admissions public universities

The chart below outlines expected tuition costs for the other Ohio selective admission public universities for the Fall Semester of fiscal year 2014. Currently, with Ohio State's tuition freeze, as proposed, the university would be the 5<sup>th</sup> most expensive among the six selective admission public universities – representing a good value in Ohio.

**Annualized Undergraduate Resident Tuition and Mandatory Fees  
and Percent Increase**

**Autumn Semester FY 2014 (1)**

	<u>Expected Tuition</u>	<u>Expected % FY 14 Increase</u>
Miami University (2)	TBD	TBD
University of Cincinnati	\$10,784	0.0%
Bowling Green	\$10,721	2.0%
Ohio University	\$10,380	1.0%
<b>Ohio State University</b>	<b>\$10,036.80</b>	<b>0.0%</b>
Kent State University (2)	TBD	TBD

Source: OSU Office of Financial Planning and Analysis - from campus representatives

- (1) Estimated figures: increases announced for Autumn Semester fiscal year 2014 are preliminary and may change.
- (2) Miami University and Kent State University have not finalized their tuition for fiscal year 2014. For comparison purposes, Miami University's fiscal year 2013 Annualized Tuition and Fees is \$13,547 and Kent State University's fiscal year 2013 Annualized Tuition and Fees is \$9,672.

B. Benchmark Comparison

The undergraduate tuition freeze, as proposed, will make Ohio State one of the 5 universities holding tuition flat for the upcoming academic year at the benchmark institutions and other Big Ten institutions. The average increase for the comparable universities shown below, excluding OSU, is 2.0%. See the following table:

**Comparable Universities**  
**Annualized Tuition and Mandatory Fees For Resident Undergraduates**  
**As of Fall Semester FY 2014**

<b>Institution</b>	<b>Annual Fees as of Fall Semester 2014 (1)</b>	<b>Annual % Increase from Fall FY 2013 to Fall FY 2014</b>
Penn State University (2)	\$16,996	2.4%
University of Illinois at Urbana-Champaign	\$15,734	1.6%
University of Michigan (2)	TBD	TBD
Michigan State University (2)	\$13,739	4.0%
Rutgers University-New Brunswick (2) (3)	\$13,531	3.5%
University of Minnesota-Twin Cities (2)	TBD	TBD
University of Washington (2)	\$12,950	4.6%
University of California-Los Angeles	\$12,692	0.0%
University of Wisconsin – Madison (2)	\$10,609	2.2%
University of Arizona	\$10,391	3.5%
Indiana University – Bloomington (2)(3)	\$10,133	1.0%
<b>Ohio State University – Columbus</b>	<b>\$10,036.80</b>	<b>0.0%</b>
Purdue University (2)	\$9,900	0.0%
University of Maryland (2)	\$9,153	2.8%
University of Iowa	\$8,061	0.0%
University of Nebraska-Lincoln (2)	\$7,897	0.0%
University of Florida (2)	TBD	TBD

*Source: OSU Office of Financial Planning and Analysis - from campus representatives and other news sources.*

- (1) Estimated figures: some increases announced for Fall fiscal year 2014 are preliminary and may change.
- (2) Most of the institutions listed above have not yet officially announced the Fall fiscal year 2014 tuition increases.
- (3) Annual Fees and rate increases are an average of the estimated range provided by the campus representative.

C. Recommended tuition and fees effective Autumn Semester 2013 – Columbus

1. Undergraduate

- a. Undergraduate tuition (including instructional, general and student activity fees) is proposed to remain flat at \$9,615 for fiscal year 2014. This proposal meets the tuition cap restriction of not raising tuition above 2% for undergraduate instructional fees consistent with the State of Ohio's fiscal year 2014-2015 Biennial Budget as currently being negotiated in the Ohio Senate or Conference Committee.
- b. No increases are proposed for other mandatory fees not subject to the cap, including Recreational and Physical Activity Center (RPAC), Ohio Union and COTA fees.
- c. Including tuition and all mandatory fees, the proposed cost for undergraduate resident students would remain at \$10,036.80 as shown below.
- d. Non-resident undergraduate surcharge fees for the Columbus Campus are recommended to increase 2.0% to \$15,720.

2. Graduate

- a. Graduate tuition (including instructional, general, student activity, RPAC, Ohio Union, and COTA fees) is proposed to increase by 1.8% to \$12,424.80 for fiscal year 2014.
- b. Non-resident graduate surcharge fees for the Columbus Campus are recommended to increase 2.0% to \$17,664.



**Tuition Summary**  
**Full-Time Undergraduate and Graduate, Columbus Campus**  
(NOTE: These figures are per Academic Year)

**FY 2013 and FY 2014 Comparison**

Rank	Component	FY 2013	FY 2014	\$ Change	% Change
Undergraduate	Instructional Fee	\$9,168.00	\$9,168.00	\$0	0.0%
	General Fee	372.00	372.00	\$0	0.0%
	Student Activity Fee	75.00	75.00	\$0	0.0%
	<b>Subtotal: Capped Fees <sup>1</sup></b>	<b>\$9,615.00</b>	<b>\$9,615.00</b>	<b>\$0</b>	<b>0.0%</b>
	RPAC Fee	\$246.00	\$246.00	\$0	0.0%
	COTA Fee	27.00	27.00	\$0	0.0%
	Student Union Fee	148.80	148.80	\$0	0.0%
	<b>Subtotal: Mandatory Fees</b>	<b>\$421.80</b>	<b>\$421.80</b>	<b>\$0</b>	<b>0.0%</b>
	<b>Resident Total</b>	<b>\$10,036.80</b>	<b>\$10,036.80</b>	<b>\$0</b>	<b>0.0%</b>
	Non-Resident Surcharge	15,408.00	15,720.00	\$312	2.0%
	<b>Non-Resident Total</b>	<b>\$25,444.80</b>	<b>\$25,756.80</b>	<b>\$312</b>	<b>1.2%</b>
Graduate (Masters & PhD)	Instructional Fee	\$11,336.00	\$11,560.00	\$224	2.0%
	General Fee	368.00	368.00	\$0	0.0%
	Student Activity Fee	75.00	75.00	\$0	0.0%
	RPAC Fee	246.00	246.00	\$0	0.0%
	COTA Fee	27.00	27.00	\$0	0.0%
	Student Union Fee	148.80	148.80	\$0	0.0%
	<b>Resident Total</b>	<b>\$12,200.80</b>	<b>\$12,424.80</b>	<b>\$224</b>	<b>1.8%</b>
	Non-Resident Surcharge	17,312.00	17,664.00	\$352	2.0%
	<b>Non-Resident Total</b>	<b>\$29,512.80</b>	<b>\$30,088.80</b>	<b>\$576</b>	<b>2.0%</b>

<sup>1</sup> These fees are subject to the legislative cap on undergraduate instructional and general fees

**B. Recommended tuition and fees effective Autumn 2013 - Regional Campuses and Agricultural Technical Institute (ATI).**

1. Undergraduate instructional fees are proposed to remain flat at \$6,912 for regionals and \$6,876 for ATI.
2. No increases are proposed for the mandatory general fee.
3. The graduate tuition increase for residents is proposed to be 1.9%.
4. Non-resident graduate and undergraduate surcharge fees for the regional campuses and ATI are recommended to increase 2.0% for a full-time student. For undergraduates this would be \$15,720 at both the regional campuses and ATI. For graduates this would be \$17,664 as shown below.

**Tuition Summary**  
**Full-Time Undergraduate and Graduate, Regional Campuses and ATI**  
 (NOTE: These fees are per Academic Year)  
**FY 2013 and FY 2014 Comparison**

Regional Campus	Component	FY 2013	FY 2014	\$ Change	% Change
Undergraduate	Instructional Fee	\$6,912	\$6,912	\$0	0.0%
	General Fee	\$228	\$228	0	0.0%
	<b>Total</b>	<b>\$7,140</b>	<b>\$7,140</b>	<b>\$0</b>	<b>0.0%</b>
	Non-Resident Surcharge	\$15,408	\$15,720	\$312	2.0%
Graduate (Masters & PhD)	Instructional Fee	\$11,272	\$11,496	\$224	1.9%
	Non-Resident Surcharge	\$17,312	\$17,664	\$352	2.0%

Agriculture Technical Institute	Component	FY 2013	FY 2014	\$ Change	% Change
Undergraduate	Instructional Fee	\$6,876	\$6,876	\$0	0.0%
	General Fee	\$228	\$228	\$0	0.0%
	<b>Total</b>	<b>\$7,104</b>	<b>\$7,104</b>	<b>\$0</b>	<b>0.0%</b>
	Non-Resident Surcharge	\$15,408	\$15,720	\$312	2.0%

- III. What Happens Next
  - A. Approval of User Fees for fiscal year 2014 is a separate action for this Board meeting
  - B. Approval of the fiscal year 2014 Budget Plan for fiscal year 2014 is a separate action for this Board meeting.
- IV. Summary and Conclusions
  - A. Several Ohio selective 4-year institutions have announced resident undergraduate increases of 0.0% to 2%, as proposed in the fiscal year 2014-2015 Biennial Budget. With Ohio State keeping undergraduate instructional fees flat, we will remain a very good value relative to these other Ohio institutions.
  - B. Other comparable peer universities have estimated resident undergraduate fees ranging from 0.0% to 4.6%. The proposed tuition freeze at Ohio State is the lowest of this peer group.
  - C. The fiscal year 2014-2015 Biennial Budget is currently in the Ohio Senate at this time. The University is monitoring the legislation closely and working to assure that the budget bill is supportive of higher education as it comes out the Senate and goes into deliberations in the Conference Committee.
  - D. If there are changes in the final State Budget Bill as passed that legally require adjustments to tuition and fee rates, these changes will be made and reported to the Board prior to the next Board meeting. The resolution as attached provides for Board approval for any such adjustments.

June 7, 2013 meeting, Board of Trustees

(APPENDIX LVIX)

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES  
FINANCE COMMITTEE

June 6, 2013

Topic: User Fees and Charges for Fiscal Year 2014

Context: By establishing user fees and charges for fiscal year 2014 now, our students and other stakeholders will have ample time to plan ahead.

Summary:

- Approval of increases in differential, program, technology, and course-based fees.
- Approval of the establishment of a fee for a new Specialized Masters in Business – Logistics.
- Approval of combined room and board/base meal plan increases of 3.7% to 3.8%
- Approval of an increase fee for the Wilce Supplemental Plan.

Requested of Finance Committee:

Approval of the attached resolution regarding fiscal year 2014 User Fees and Charges

June 7, 2013 meeting, Board of Trustees

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES  
FINANCE COMMITTEE

June 6, 2013

- I. Student Fees Overview
- II. Summary of Proposed Differential Instructional and Non-Resident Fees
- III. Summary of Proposed Fee Increases
- IV. Student Life and Designated User Fees

## **I. Student Fees Overview**

Student fees generally consist of differential fees, selected clinical and other program fees, regional campus fees, user fees, administrative fees and laboratory, program and learning technology fees. All proposed fee increases will be effective Autumn Semester of fiscal year 2014.

### Differential Instruction Fees

University policy allows selectively differential increases in the instructional fee for professional degrees and Board of Regents approved tagged masters programs. The differential portion of the instructional fee increase, above the graduate base increase, is determined by market demand and pricing. Details of the proposed increases are included in Section II and include both the instructional fee increase paid by both resident and non-resident students as well as the surcharge fee paid by non-resident students.

### Course-based, Learning Technology and Program Fees

Course-based, learning technology and program fee increases are shown in Section III.

### User Fees

Proposed user fee increases are shown in Section IV. These include:

- Room and board – rate increases of 3.7% to 3.8% are proposed to cover inflation and increased debt service related to significant remodeling of certain residence halls and dining.
- An increase in the Wilce Care Supplemental Plan of \$8.00 or 4.3%.
- No increases are proposed for other fees, including the Recreational Fee, the Ohio Union Fee, the COTA Fee and the Student Activity Fee.

## II. Summary of Proposed Differential Instructional/Non-Resident Fees; FCOB Specialized Programs

Proposed Differential Instructional and Non-Resident Surcharge Fees

Program	Sem per year	Instructional Fees <sup>[1],[2],[3]</sup>				Non-Resident Surcharge				
		FY2013 Inst Fee/Year	Total % Increase	Total \$ Increase	FY2014 TOTAL Inst Fee/Year [Resident]	FY2013 Non-Resident Surcharge/Year	% Increase	\$ Increase	FY2014 Non-Resident Surcharge/Year	FY2014 TOTAL Inst Fee + Non-Resident Surcharge/Year
Master of Accounting	2	\$28,792	5.0	\$1,440	\$30,232	\$17,312	2.0	\$352	\$17,664	\$47,896
Master of Business Administration (MBA)	2	\$26,968	5.0	\$1,352	\$28,320	\$17,312	2.0	\$352	\$17,664	\$45,984
Working Professional - MBA	3	\$33,588	5.0	\$1,680	\$35,268	\$23,076	2.0	\$468	\$23,544	\$58,812
Master of Business Logistics Engineering	3	\$35,952	5.0	\$1,800	\$37,752	\$23,076	2.0	\$468	\$23,544	\$61,296
Master of Human Resource Management	2	\$13,088	7.0	\$912	\$14,000	\$15,928	2.0	\$320	\$16,248	\$30,248
Dentistry (Rank 1)	2	\$30,584	2.0	\$608	\$31,192	\$35,184	2.0	\$704	\$35,888	\$67,080
Dentistry (Ranks 2,3,4)	3	\$40,680	2.0	\$816	\$41,496	\$46,788	2.0	\$936	\$47,724	\$89,220
Law	2	\$26,632	2.0	\$536	\$27,168	\$14,952	0.0	\$0	\$14,952	\$42,120
Master of Ag and Extension Education <sup>[4]</sup>	3	\$20,676	2.0	\$420	\$21,096	\$15	0.0	\$0	\$15	\$21,111
Medicine <sup>[5]</sup>	2	\$28,184	2.0	\$560	\$28,744	\$17,456	2.0	\$352	\$17,808	\$46,552
Master of Occupational Therapy	3	\$16,224	2.0	\$324	\$16,548	\$23,076	2.0	\$468	\$23,544	\$40,092
Doctor of Physical Therapy	3	\$18,072	2.0	\$360	\$18,432	\$23,076	2.0	\$468	\$23,544	\$41,976
Pharmacy (Ranks 1,2,3)	2	\$19,224	2.0	\$384	\$19,608	\$18,232	2.0	\$368	\$18,600	\$38,208
Pharmacy (Rank 4)	3	\$21,144	2.0	\$420	\$21,564	\$20,040	2.0	\$396	\$20,436	\$42,000
Master of Public Health	2	\$11,912	2.0	\$240	\$12,152	\$17,312	2.0	\$352	\$17,664	\$29,816
Program for Experienced Professionals	2	\$11,912	2.0	\$240	\$12,152	\$17,312	2.0	\$352	\$17,664	\$29,816
Master of Health Administration	2	\$13,432	2.0	\$264	\$13,696	\$17,312	2.0	\$352	\$17,664	\$31,360
Optometry (Ranks 1,2)	2	\$23,456	2.0	\$472	\$23,928	\$29,056	0.0	\$0	\$29,056	\$52,984
Optometry (Ranks 3,4)	3	\$31,248	2.0	\$624	\$31,872	\$38,736	0.0	\$0	\$38,736	\$70,608
Doctor of Audiology	2	\$11,664	2.0	\$232	\$11,896	\$17,312	2.0	\$352	\$17,664	\$29,560
Master of Speech-Language Pathology	2	\$11,664	2.0	\$232	\$11,896	\$17,312	2.0	\$352	\$17,664	\$29,560
Master of Social Work	2	\$11,760	2.0	\$232	\$11,992	\$17,312	2.0	\$352	\$17,664	\$29,656
Veterinary Medicine (Ranks 1,2,3)	2	\$27,200	2.0	\$544	\$27,744	\$33,464	2.0	\$664	\$34,128	\$61,872
Veterinary Medicine (Rank 4)	3	\$31,740	2.0	\$636	\$32,376	\$39,054	2.0	\$786	\$39,840	\$72,216

**NOTES:**

[1] Dollar increase may vary slightly from percentage increases due to rounding of fees to per-credit hour rates.

[2] Instructional fee is for educational and associated operational support of the institution. Additional fees are assessed for these programs, including the general fee, student activity fee, student union fee, recreation fee, and COTA fee. These fees add \$865 per year for ranks/programs that attend 2 semesters/year and \$1,237 per year for ranks/programs that attend 3 semesters/year.

[3] Both the base increase and the differential increase are calculated based on the prior year's instructional fee. The total dollar increase includes both the base increase of 2.0% and the differential increase by program.

[4] Distance Learning program; program is 6 hours per semester but full-time rates are presented here (8 hours)

[5] As a result of semester conversion, there are three different fee tables by rank for Medicine. The percentage increase is the same for all fee tables as listed here for the instructional fee and non-resident surcharge, but the amounts differ by rank.

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### Fisher College of Business Specialized Programs

Program	Program Fee				Non-Resident Surcharge			
	FY 2013 Program Fee	\$ Change	% Change	FY 2014 Program Fee	FY 2013 Surcharge	\$ Change	% Change	FY 2014 Surcharge
Executive MBA	\$85,500	\$4,000	4.7%	\$89,500	\$15	\$0	0%	\$15
Specialized Masters in Business - Finance	\$51,500	\$1,500	2.9%	\$53,000	\$15	\$0	0%	\$15
Masters of Business Operational Excellence	\$47,500	\$1,000	2.1%	\$48,500	\$15	\$0	0%	\$15
Specialized Masters in Business - Logistics (new)	\$0	\$52,000	N/A	\$52,000	\$0	\$15	N/A	\$15

### III Summary of Proposed Fee Increases

Fee Type	College	Fee Request	FY 2013 Rate	Dollar Increase	FY 2014 Rate
Course-Based Fees	Medicine	Anatomy Course Fee - Lower Range	\$20	\$30	\$50
	Medicine	Anatomy Course Fee - High Range	\$50	\$50	\$100
	Regional Campuses	Engineering 1182 Course Fee	\$50	\$20	\$70
	Arts and Sciences	Chemistry and Biochemistry Lab Fee	\$200	\$25	\$225
	Arts and Sciences	Introductory Physics Lab Fee	\$275	\$25	\$300
	Arts and Sciences	Biology 1113, 1113H, 2100 Lab Fee	\$84	\$16	\$100
	FAES	Stone Lab Fee Increase	\$40	\$40	\$80
Learning Technology Fees	Nursing	Nursing Learning Technology Fee - UG	\$151.20	\$49.20	\$200
	Nursing	Nursing Learning Technology Fee - Grad	\$154.80	\$45.20	\$200
Program Fees	Engineering	Engineering UG Program Fee	\$300	\$50	\$350
	FCOB	UG Program Fee	\$577	\$23	\$600
	Nursing	UG Program Fee <sup>1</sup>	\$468	\$100	\$568
	Nursing	Graduate Program Fee - Students Enrolled Prior to Autumn 2013 <sup>2</sup>	N/A	\$1,000	\$1,000
	Nursing	Graduate Program Fee - Students Enrolled Autumn 2013 and later <sup>2</sup>	N/A	\$1,250	\$1,250
Other Fees	Graduate School	Graduate Application Fee - Domestic	\$40	\$20	\$60
	Graduate School	Graduate Application Fee - International	\$50	\$20	\$70

<sup>1</sup> The Undergraduate Program Fee for fiscal year 2013 was \$78 and the lowest clinical fee was \$390. Each fee is proposed to increase \$50 and be combined into one program fee. Clinical Fee is to be eliminated

<sup>2</sup> Clinical Fees which ranged from \$390 to \$750 per semester have been eliminated and replaced with the Graduate Program Fee



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No new undergraduate fees were brought to the Board of Trustees for review and approval for fiscal year 2014.

#### IV. Student Life and Designated User Fees

Description	Academic Year			
	2012-13	2013-14	\$ change	% change
<b>Room</b>				
Room and Board Rate I	\$7,220	\$7,500	\$280	3.9%
Room and Board Rate II	\$6,020	\$6,250	\$230	3.8%
Room and Board Rate III	\$5,620	\$5,840	\$220	3.9%
May Session – daily, 6 days or less	\$35	\$35	\$0	0.0%
May Session – weekly	\$210	\$210	\$0	0.0%
May Session – full session	\$800	\$800	\$0	0.0%
Summer Session	\$1,910	\$2,010	\$100	5.2%
<b>Board</b>				
Unlimited (includes \$300 Buck ID flex spending)	\$5,300	N/A	N/A	N/A
Unlimited 10 (includes 10 blocks per week plus \$300 BuckID flex spending)	N/A	\$5,100	N/A	N/A
Unlimited 4 (includes 4 blocks per week plus \$300 BuckID flex spending)	N/A	\$3,600	N/A	N/A
600 Block (600 blocks/semester plus \$200 BuckID flex spending)	\$5,100	N/A	N/A	N/A
450 Block (450 blocks/semester plus \$300 BuckID flex spending)	\$4,350	\$4,550	\$200	4.6%
350 Block (350 blocks/semester plus \$300 BuckID flex spending)	\$3,700	\$3,750	\$50	1.4%
Traditional (19 meals plus 2 blocks/week; no BuckID flex spending)	\$3,475	N/A	N/A	N/A
May Session – daily; 3 blocks per day	\$14.25	\$14.50	\$0.50	1.8%
May Session (80 blocks plus \$25 BuckID spending)	\$400	\$400	\$0	0.0%
Summer Session (80 blocks plus \$25 BuckID spending)	\$400	\$400	\$0	0.0%
Summer Session (160 blocks plus \$50 BuckID spending)	\$780	\$780	\$0	0.0%
Summer Session (196 blocks plus \$120 BuckID spending)	\$1,000	\$1,000	\$0	0.0%
<b>Room and Board Combined</b>				
Room and Board Rate I with Traditional (FY 2013) or Unlimited 4 (FY 2014) <sup>1</sup>	\$10,695	\$11,100	\$305	3.8%
Room and Board Rate II with base meal plan <sup>2</sup>	\$9,495	\$9,850	\$355	3.7%
Room and Board Rate III with base meal plan <sup>3</sup>	\$9,095	\$9,440	\$345	3.8%
<b>Other Rates</b>				
Buckeye Village two bedroom apartment, excluding utilities (per month)	\$695	\$685	\$10	-1.4%
Gateway Studio Apartment (per month)	\$800	\$830	\$30	3.8%
<b>Other Student Fees Increasing</b>				
Wilce Care Supplemental Plan	\$187.00	\$195.00	\$8.00	4.3%

<sup>1</sup> Air-conditioned doubles with suite bath, singles, Neilwood & Worthington/Neil apartments.

<sup>2</sup> Air-conditioned quads with suite bath, semi-private baths, doubles with corridor bath

<sup>3</sup> Non air-conditioned doubles, triples, and quads with corridor bath

<sup>1</sup> Air-conditioned doubles with suite bath, singles, Neilwood & Worthington/Neil apartments.

<sup>2</sup> Air-conditioned quads with suite bath, semi-private baths, doubles with corridor bath

<sup>3</sup> Non air-conditioned doubles, triples, and quads with corridor bath

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<b>Other Student Fees Increasing</b>				
Wilce Care Supplemental Plan	\$187.00	\$195.00	\$8.00	4.3%

The Office of Student Life continues to refine the Board plans since semester conversion based on feedback from students and their families. The University is discontinuing some of the existing board plans and adding more flexible plan options for fiscal year 2014. All other student fees, including the Ohio Union Fee, the Recreational Fee, COTA Fee and Student Activity Fee are remaining at the fiscal year 2013 rates.

## Budget Plan Fiscal 2014



**The Ohio State University**  
Office of Business and Finance  
Financial Planning and Analysis



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## Executive Summary

The Ohio State University continues to move forward to achieve its vision to be the world's preeminent public comprehensive university, solving problems of world-wide significance and to fulfill our mission to advance the wellbeing of the people of Ohio and the global community through the creation and dissemination of knowledge. In order to meet this vision the University has continued to work towards strengthening traditional revenue streams and streamlining expenses while seeking to expand its revenue base in new and unique ways.

As fiscal 2013 comes to an end, the University remains financially strong. Tuition and subsidy revenue remains stable and student applications continue to grow. The OSU Health System continues to improve its financial position while nearing completion on the Critical Care Tower, and the auxiliary units continue to be self-supporting. Environmental factors including financial pressures on students and families, federal sequestration and health reform require that we build a more dynamic and adaptable approach in financing Ohio State. In fiscal 2013 we deposited \$483 million into our long-term investment pool as a result of leasing our parking operations to a third party. From the investment yield, we will distribute \$21 million per year to be used to fund faculty initiatives and research, transportation and sustainability, scholarships and an Arts District.

We also refinanced \$117 million of debt at an average yield of 2.32%, saving \$12 million in debt service payments. We continue to explore new revenue opportunities in addition to the leased parking funding, century bond funding, and current affinity contracts. We continue to focus on our financial investment strategies, streamlining activities and procurement strategies in order to maximize the funding available to advance our goals of Teaching and Learning, Research and Innovation, Outreach and Engagement, and Resource Stewardship.

This document presents The Ohio State University's fiscal 2014 Budget Plan for approval. The Budget Plan has two parts: The University Budget for Revenues, Expenses and Other Changes in Net Assets and the Health System Budget for Revenues Expenses and Other Changes in Net Assets. The document also presents details on the overall budget process, revenue and expenditure estimates and drivers.

### Vision

The Ohio State University will be the world's preeminent public comprehensive university, solving problems of world-wide significance.

### Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

## STRATEGIC CONTEXT

The Fiscal 2014 Budget Plan is built around the fundamentals of our long range strategic plan which is founded on Ohio State's common vision, mission and values as well as four core goals and a focus on three discovery themes that will inform our decision making throughout the University.

### Core Goals

Four institution wide goals are fundamental to Ohio State's mission and future success and must be reflected in all that we accomplish:

- Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
- Research and Innovations: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to solutions of the world's most pressing problems.
- Outreach and Engagement: to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.
- Resource Stewardship: to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

### Discovery Themes at The Ohio State University

The University's move to eminence will be founded in the University's three discovery themes of Health and Wellness, Food Production and Security, and Energy and Environment. These themes are based on special, broad, and deep expertise across the University. Through these discovery themes, Ohio State will focus its resources and activities on finding durable solutions to issues of global as well as regional importance. The discovery themes are essential elements of Ohio State's strategic planning.

#### Discovery Themes

The **Health and Wellness** Discovery Theme will allow faculty from Ohio State's seven health sciences colleges and the Wexner Medical Center to work with partners across the university in nutrition, social work, health education, and public policy, to cite but a few examples. These experts will focus on such issues as disease prevention, community health, and health systems.

The Discovery Theme for **Energy and Environment** will create an unprecedented interdisciplinary collaboration of experts spanning the university and touching upon every specialization to fully address issues related to energy and environment. By working with experts beyond the university, Ohio State faculty will lead the way in developing scientific and policy responses to the global need for energy and the associated effects on the environment.

The Discovery Theme for **Food Production and Security** will draw on Ohio State's unique expertise in food, agricultural, and environmental sciences as well as the arts and sciences, health sciences, business, law, and beyond. Working with partners within and outside the university, these experts will focus on enhancing the quality of food and animal feed and ensuring an adequate, affordable and safe food supply for a global population.



Faculty from every college and all six campuses of the University will be encouraged to actively contribute to these discovery themes. Meanwhile, as these colleagues concentrate their efforts on the issues the discovery themes are meant to address, they and others will continue to advance our understanding of history and philosophy, languages and cultures, and the arts as they pursue excellence in our core goals. Our programs in medicine, agriculture, veterinary sciences, engineering, business and many other fields of study are rich and strong because they are grounded by excellence in the arts, humanities and physical as well as social sciences.

The University is positioned to make significant strategic investments over the next several years to advance our vision, mission and core goals. We have adjusted to the loss of the federal stimulus funding that occurred in fiscal 2011 and fiscal 2012 and continue to adjust to the impact of the conversion to semesters that occurred in fiscal 2013. As anticipated, the conversion to semesters did have a detrimental impact in fiscal 2013 on revenue due to increases in graduation rates in June 2012, credit hour fluctuations and enrollment numbers. We expect to be back to pre-conversion enrollment of students and credit hours by fiscal 2015 as our qualified application pool remains strong.

We continue to focus on improving our financial position and investing strategically through new ways of financing the University. We have implemented several new resource stewardship strategies, encompassing both innovative resource generation and resource savings strategies. Revenue generation strategies included the establishment of unique partnerships and collaborations, such as the affinity agreement with the Huntington Bank; innovative financing strategies such as the issuance of \$500 million in century bonds; asset monetization strategies such as the 50-year parking concession agreement; and strengthening the endowment through diversification and value orientation strategies. Additionally, we will continue to build on several expense savings strategies that have included strategic procurement initiatives such as reducing the number of suppliers in our database; leveraging the buying power to negotiate more aggressively; implementing several eTools designed to improve operational efficiencies; lean process reengineering; and supporting the University's sustainability efforts by moving to paperless systems.

Moving forward, we will continue to build and diversify our revenue streams from traditional and innovative sources, including continued exploration of asset monetization opportunities, technology commercialization and endowment growth. And we will continue to reduce our expenses by leveraging our purchasing power and standardizing our processes. In addition, we are undertaking several financial transformation projects that will strengthen the ability to manage the University's resources in a more robust manner. These tools include a new planning and budgeting system, a long-range strategic planning system and a new reporting tool for monitoring and analyzing financial information in a timely manner.

The Fiscal 2014 Budget Plan also marks the beginning of investment in our Discovery Themes starting on our journey to hire 500 new tenure or tenured-track faculty by 2023. Start-up funding is also budgeted to assure that the University can hire the best faculty for our programs. These faculty will be working specifically on one of the Discovery Themes.

Fiscal 2014 will also be the first year of the State of Ohio's new funding model for higher education. The recommendations were developed by the Commission on Higher Education under the leadership of President Gee. The new model emphasizes degree completion as the main driver of funding along with course completion metrics. It will also reward the ability of the University to retain the best and brightest in Ohio after graduation. The state has increased its pool of funding allocated to state colleges

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and universities by 2% in fiscal 2014. The University as a whole will benefit from the increased State funding pool available to state higher education institutions as well as the shift in funding allocations driven by these new output based parameters.

The budget plan also focuses on additional compensation for faculty and staff, increasing the institutionally funded financial aid for undergraduate students, supporting colleges with additional revenue for the loss of increased tuition funding, funding priority requests for support operations and assuring that general funds are balanced.

The Fiscal 2014 Budget Plan outlines important aspects of the University's financial strategy in the year ahead. The budget plan, coupled with our Annual Financial Report, presents our current financial state and our future opportunities and challenges. It illustrates our financial path for achieving our vision of being the world's preeminent public comprehensive university.

## A cornucopia of research

From cancer-preventing juice to salmonella-free eggs, Ohio State works to make food healthful and safe



## OVERVIEW OF THE CONSOLIDATED BUDGET FOR REVENUES, EXPENSES, AND OTHER CHANGES IN NET ASSETS

The budget as presented reflects the revenue and expense line items for the fiscal 2014 consolidated budget and compares those amounts to our current projection for fiscal 2013. The format is similar to the annual financial statements, with the exception that expenses are shown in categories (salaries, benefits, etc.) instead of functions (instructional and general, separately budgeted research, etc.).

Overall, fiscal 2014 is projected to end with a surplus of \$258 million on \$4.3 billion in operating revenues, \$4.9 billion in operating expenses, and \$843 million in net non-operating revenue and total other changes in net assets. Highlights of selected line items are discussed below.

### Operating Revenues

Operating revenues are expected to increase \$109 million, or 3%, to \$4.3 billion in fiscal 2014. This increase is driven by the following items:

**Sales and Services of the OSU Health System and OSU Physicians, Inc.** – The largest increase in operating revenues is from the OSU Health System and OSU Physicians, Inc., which is expected to increase \$124 million, or 5%, to \$2.4 billion in fiscal 2014. Although there are no planned price increases in fiscal 2014, patient admissions at the OSU Health System are expected to increase by 2.5%, and outpatient visits and surgeries are expected to increase approximately 2%. OSU Physicians, Inc. is projecting a 13% net revenue increase on an 11% increase in work relative value units (wrvu), a method for measuring physician productivity.

**Tuition and Fees** – Although undergraduate instructional and mandatory fees were not increased for fiscal 2014, net tuition and student fees are budgeted to increase \$15 million, or 2%, to \$818 million in fiscal 2014. This is a result of expected increases in non-resident enrollment and 2% increases in the instructional fees for graduate and professional students and the non-resident surcharge.

**Sales and Services of Auxiliary Enterprises** – Revenues from sales and services of auxiliary enterprises are expected to increase \$10 million, or 4%. The increase is primarily driven by additional revenue from room and board as Student Life brings more renovated rooms into service and continues to improve meal plan options in fiscal 2014. Revenues from other events held at the various campus venues (i.e. Schottenstein Center, Drake Union and Ohio Union) are also expected to increase.

**Federal, State, Local and Private Grants and Contracts** – Increases in most revenue line items are offset by a \$40 million, or 6%, decrease in federal, state, local and private grants and contracts. The projected decreased revenues for sponsored research projects is the result of federal and state budget cuts and the uncertainty associated with grant funding during the federal sequestration.

### Operating Expenses

Operating expenses are expected to increase \$168 million, or 4%, to \$5 billion in fiscal 2014. Of the total increase, \$102 million is attributable to increases in operating expenses from the OSU Health System and OSU Physicians, Inc., driven predominantly by the increase in admission and outpatient volumes.

**Salaries and Benefits** – Salaries and benefits continue to be the largest expense at 61% of total operating expenses and account for \$86 million of the expense increase. Salaries are expected to increase by \$69 million, or 3%, to \$2.3 billion in fiscal 2014. Contributing to this increase is a 2% salary guidelines increase for faculty and staff and a 2% increase in full-time equivalent employees from the OSU Health System. Benefits are expected to increase by \$17 million, or 2%, to \$760 million in fiscal 2014. Increases in benefits are driven by the 2% salary guideline increase, which directly affects retirement plan contribution expenses, a 7% increase in medical plan benefits, and a 1% average rate increase on all other benefit plans combined.

**Supplies and Other** – Supplies and other expenses are budgeted to increase \$52 million, or 6% to \$958 million. Increases at the OSU Health System account for \$15 million of the increase and are driven by a 4% increase in costs for medical supplies and drugs related to the increase in admissions and procedures, and general drug cost increases. The non-health system portion of the increase is due to a combination of a \$9 million increase in institutionally funded student financial aid, increases in startup expenses for new faculty and new and expanded services offered by Student Life.

**Purchased Services** – Purchased services are expected to increase \$15 million, or 3%, to \$621 million in fiscal 2014. Expenses for the health system and OSU Physicians, Inc., which include hospital physician fees and physician and faculty fees, account for \$10 million of the increase. Other increases are attributed to increased contracted services for sponsored projects and consulting services at the University.

### Non-Operating Revenues (Expenses)

Non-operating revenues (expenses) are expected to decrease \$68 million, or 9%, to \$725 million in fiscal 2014.

**State Share of Instruction (SSI) and Line-Item Appropriations** – SSI and line-item appropriations are expected to increase \$10 million, or 2%, to \$439 million in fiscal 2014. The increase is consistent with the state's total SSI pool increase of 2% for all higher education institutions in the state. Ohio State's share of the pool was driven by changes to the state funding model recommended by the Ohio Higher Education Funding Commission, which is focusing more on degree awards and course completions. State line item appropriations for the University are expected to remain flat in fiscal 2014.

**Investment Income** – Investment income is expected to decrease by \$65 million, or 20%, to \$262 million in fiscal 2014. The fiscal 2013 results are reflective of unusually strong investment performance during the period and reflect a 9.6% investment return on the long-term investment pool (LTIP), net of investment fees. The fiscal 2014 budget assumes an 8% return on the LTIP, net of investment fees.

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**Interest Expense on Plant Debt** – Interest expense on plant debt is expected to increase by \$22 million, or 22%, to \$119 million in fiscal 2014, due to the financing of significant construction projects nearing completion such as the Medical Center expansion and dormitory renovations and construction.

#### **Other Changes in Net Assets**

Other changes in net assets are expected to increase \$7 million, or 6%, over fiscal 2013 levels due to a budgeted increase in private capital gifts and endowment additions. Including current use gifts, which are classified as non-operating revenues, the University is budgeting \$200 million in total gift revenue in fiscal 2014 under its multi-year \$2.5 billion *But For Ohio State* fundraising campaign.



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### FISCAL 2014 CONSOLIDATED BUDGET FOR REVENUES, EXPENSES AND OTHER CHANGES IN NET ASSETS

(IN THOUSANDS)	Fiscal 2014 Consolidated Budget	Fiscal 2013 Projected Actual	Increase/Decrease	
			Dollars	%
<b>Operating Revenues</b>				
Tuition and Fees, net of Scholarship Allowance	\$ 818,062	\$ 803,544	\$ 14,518	1.8%
Federal, State, Local and Private Grants and Contracts	618,423	658,081	(39,658)	(6.0%)
Sales and Services of Educational Departments	127,310	122,579	4,731	3.9%
Sales and Services of Auxiliary Enterprises, net of Scholarship Allowance	244,652	234,383	10,269	4.4%
Sales and Services of OSU Health System, including OSU Physicians, Inc.	2,438,450	2,314,518	123,932	5.4%
Other Operating Revenues	62,139	67,264	(5,125)	(7.6%)
<b>Total Operating Revenues</b>	<b>4,309,036</b>	<b>4,200,369</b>	<b>108,667</b>	<b>2.6%</b>
<b>Operating Expenses</b>				
Salaries	2,287,735	2,218,846	68,889	3.1%
Benefits	760,146	743,105	17,041	2.3%
Supplies and Other	958,086	906,410	51,676	5.7%
Purchased Services	621,205	606,276	14,929	2.5%
Depreciation	266,700	251,724	14,976	5.9%
<b>Total Operating Expenses</b>	<b>4,893,872</b>	<b>4,726,361</b>	<b>167,511</b>	<b>3.5%</b>
<b>Operating Gain (Loss)</b>	<b>(584,836)</b>	<b>(525,992)</b>	<b>(58,844)</b>	<b>11.2%</b>
<b>Non-Operating Revenues (Expenses)</b>				
State Share of Instruction and Line-Item Appropriations	439,046	428,868	10,178	2.4%
Federal Subsidies for Build America Bonds Interest	11,252	11,252	-	0.0%
Gifts	130,000	117,864	12,136	10.3%
Net Investment Income	261,780	326,396	(64,616)	(19.8%)
Interest Expense on Plant Debt	(118,556)	(96,939)	(21,617)	22.3%
Other Non-Operating Revenues (Expenses)	1,539	5,649	(4,110)	(72.8%)
<b>Net Non-Operating Revenue</b>	<b>725,061</b>	<b>793,090</b>	<b>(68,029)</b>	<b>(8.6%)</b>
<b>Income Before Other Revenues, Expenses, Gains or Losses</b>	<b>140,225</b>	<b>267,098</b>	<b>(126,873)</b>	<b>(47.5%)</b>
<b>Other Changes in Net Assets</b>				
State Capital Appropriations	48,100	49,100	(1,000)	(2.0%)
Private Capital Gifts	15,000	7,888	7,112	90.2%
Additions to Permanent Endowments	55,000	54,281	719	1.3%
<b>Total Other Changes in Net Assets</b>	<b>118,100</b>	<b>111,269</b>	<b>6,831</b>	<b>6.1%</b>
<b>Increase in Net Assets</b>	<b>\$ 258,325</b>	<b>\$ 378,367</b>	<b>\$ (120,042)</b>	<b>(31.7%)</b>

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### FISCAL 2014 UNIVERSITY BUDGET FOR REVENUES, EXPENSES AND OTHER CHANGES IN NET ASSETS

(IN THOUSANDS)	Fiscal 2014 Budget	Fiscal 2013 Projected Actual	Increase/Decrease Dollars %	
<b>Operating Revenues</b>				
Tuition and Fees, net of Scholarship Allowance	\$ 818,062	\$ 803,544	\$ 14,518	1.8%
Federal, State, Local and Private Grants and Contracts	618,423	658,081	(39,658)	(6.0%)
Sales and Services of Educational Departments	127,310	122,579	4,731	3.9%
Sales and Services of Auxiliary Enterprises, net of Scholarship Allowance	244,652	234,383	10,269	4.4%
Other Operating Revenues	110,499	113,167	(2,668)	(2.4%)
<b>Total Operating Revenues</b>	<b>1,918,946</b>	<b>1,931,754</b>	<b>(12,808)</b>	<b>(0.7%)</b>
<b>Operating Expenses</b>				
Salaries	1,300,028	1,285,708	14,320	1.1%
Benefits	485,959	484,635	1,324	0.3%
Supplies and Other	509,852	477,409	32,443	6.8%
Purchased Services	209,369	205,519	3,850	1.9%
Depreciation	184,001	167,640	16,361	9.8%
<b>Total Operating Expenses</b>	<b>2,689,209</b>	<b>2,620,911</b>	<b>68,298</b>	<b>2.5%</b>
<b>Operating Gain (Loss)</b>	<b>(770,263)</b>	<b>(689,157)</b>	<b>(81,106)</b>	<b>11.8%</b>
<b>Non-Operating Revenues (Expenses)</b>				
State Share of Instruction and Line Item Appropriations	439,046	428,868	10,178	2.4%
Federal Subsidies for Build America Bonds Interest	11,252	11,252	-	0.0%
Gifts	130,000	117,864	12,136	10.3%
Net Investment Income	260,460	325,097	(64,637)	(19.9%)
Interest Expense on Plant Debt	(106,749)	(87,269)	(19,480)	22.3%
Other Non-Operating Revenues (Expenses)	-	2,816	(2,816)	(100.0%)
<b>Net Non-Operating Revenue</b>	<b>734,009</b>	<b>796,628</b>	<b>(64,619)</b>	<b>(8.8%)</b>
Net Transfers from OSU Medical Center and OSU Physicians, Inc.	77,264	83,100	(5,836)	(7.0%)
<b>Income Before Other Changes in Net Assets</b>	<b>41,010</b>	<b>192,571</b>	<b>(151,561)</b>	<b>(78.7%)</b>
<b>Other Changes in Net Assets</b>				
State Capital Appropriations	48,100	49,100	(1,000)	(2.0%)
Private Capital Gifts	15,000	7,888	7,112	90.2%
Additions to Permanent Endowments	55,000	54,281	719	1.3%
<b>Total Other Changes in Net Assets</b>	<b>118,100</b>	<b>111,269</b>	<b>6,831</b>	<b>6.1%</b>
<b>Change in Net Assets</b>	<b>\$ 159,110</b>	<b>\$ 303,840</b>	<b>\$ (144,730)</b>	<b>(47.6%)</b>



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### FISCAL 2014 OSU HEALTH SYSTEM BUDGET FOR REVENUES, EXPENSES AND OTHER CHANGES IN NET ASSETS

(IN THOUSANDS)					
	Fiscal 2014 Budget	Fiscal 2013 Projected Actual	Increase/Decrease		
			Dollars	%	
<b>Revenues</b>					
<b>Total Patient Revenue</b>	<b>\$ 6,827,785</b>	<b>\$ 6,674,092</b>	<b>\$ 153,693</b>	<b>2.3%</b>	
Charity	247,648	252,805	(5,157)	(2.0%)	
Provision for Bad Debt	108,594	106,407	2,187	2.1%	
HCAP and UPL	(29,331)	(28,677)	(654)	2.3%	
Contractual Allowances	2,690,665	2,594,767	95,898	3.7%	
Sales Discounts	1,721,311	1,731,997	(10,686)	(0.6%)	
Administrative Adjustments	40,768	55,032	(14,264)	(25.9%)	
<b>Total Deductions</b>	<b>4,779,655</b>	<b>4,712,331</b>	<b>67,324</b>	<b>1.4%</b>	
<b>Net Patient Revenue</b>	<b>2,048,130</b>	<b>1,961,761</b>	<b>86,369</b>	<b>4.4%</b>	
Related Operations	660	2,325	(1,665)	(71.6%)	
Reference Lab Operations	4,969	4,969	-	0.0%	
Other Revenue	59,365	56,592	2,773	4.2%	
<b>Total Operating Revenue</b>	<b>2,113,124</b>	<b>2,026,047</b>	<b>87,077</b>	<b>4.3%</b>	
<b>Expenses</b>					
Salaries	712,236	685,261	26,975	3.9%	
Benefits	220,426	210,203	10,223	4.9%	
Hospital Physician Fees	93,545	92,315	1,230	1.3%	
Physician/Faculty Services	11,250	9,990	1,260	12.6%	
Supplies	257,953	248,701	9,252	3.7%	
Cost Of Drugs	150,207	144,342	5,865	4.1%	
Services	271,593	265,711	5,882	2.2%	
Resident Salaries and Benefits	48,873	46,011	2,862	6.2%	
Depreciation	79,313	79,859	(546)	(0.7%)	
Interest	11,251	8,873	2,378	26.8%	
University Overhead	48,360	45,904	2,456	5.4%	
<b>Total Expense</b>	<b>1,905,007</b>	<b>1,837,170</b>	<b>67,837</b>	<b>3.7%</b>	
<b>Gain (Loss) from Operations</b>	<b>208,117</b>	<b>188,877</b>	<b>19,240</b>	<b>10.2%</b>	
Operating Margin Percentage	9.8%	9.3%	22.1%	237.0%	
Investment Income	1,321	1,299	22	1.7%	
Gain/Loss On Sale of Assets	-	45	(45)	(100.0%)	
<b>Excess of Revenue over Expense</b>	<b>209,438</b>	<b>190,221</b>	<b>19,217</b>	<b>10.1%</b>	
Total Medical Center Investments	113,174	115,910	(2,736)	(2.4%)	
Contributions For Property Acquisitions	33,594	31,183	2,411	7.7%	
<b>Change in Net Assets</b>	<b>\$ 129,858</b>	<b>\$ 105,494</b>	<b>\$ 24,364</b>	<b>23.1%</b>	



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**FISCAL 2014 OSU PHYSICIANS, INC. BUDGET FOR REVENUES,  
EXPENSES AND OTHER CHANGES IN NET ASSETS**

(IN THOUSANDS)	Fiscal 2014 Budget	Fiscal 2013 Projected Actual	Increase/Decrease	
			Dollars	%
Net Patient Revenue	\$ 276,048	\$ 245,016	\$ 31,032	12.7%
Other Revenue	49,277	43,455	5,822	13.4%
<b>Total Operating Revenue</b>	<b>325,325</b>	<b>288,471</b>	<b>36,854</b>	<b>12.8%</b>
Expenses				
Salaries and Benefits	71,235	66,801	4,434	6.6%
Supplies and Pharmaceuticals	25,027	22,955	2,072	9.0%
Purchased Services and Management Fees	18,588	20,343	(1,755)	(8.6%)
Other	16,859	12,398	4,461	36.0%
<b>Total Purchased Services</b>	<b>35,447</b>	<b>32,741</b>	<b>2,706</b>	<b>8.3%</b>
Occupancy and Utilities	7,739	6,834	905	13.2%
Depreciation	3,386	4,225	(839)	(19.9%)
Interest	557	798	(241)	(30.2%)
<b>Total Operating Expense</b>	<b>143,391</b>	<b>134,354</b>	<b>9,037</b>	<b>6.7%</b>
Total General and Administrative	8,409	8,115	294	3.6%
<b>Excess Revenues over Expenses Prior to Provider</b>	<b>173,525</b>	<b>146,002</b>	<b>27,523</b>	<b>18.9%</b>
Total Provider Salaries and Benefits	204,122	178,331	25,791	14.5%
Total Provider Related Expenses	208,022	181,372	26,650	14.7%
<b>Excess Revenues over Expenses After Provider</b>	<b>(34,497)</b>	<b>(35,370)</b>	<b>873</b>	<b>(2.5%)</b>
Non-Operating Income	1,539	2,788	(1,249)	(44.8%)
Medical Center Investment	35,910	33,997	1,913	5.6%
<b>Increase (Decrease) in Net Assets</b>	<b>\$ 2,952</b>	<b>\$ 1,415</b>	<b>\$ 1,537</b>	<b>108.6%</b>

# The Budget Process at OSU

For the Fiscal 2014 Budget Plan, the University implemented a new budgeting process that encompasses all funds of the University.

While prior budgets focused exclusively on current funds and emphasized general funds, this revised approach affords a holistic view of all operations of the University. As the University's sources of funding continue to evolve, it has become evident that a consolidated view of all sources of funding received and monies spent is necessary to make informed strategic decisions in a timely manner.

This all funds budget will provide the base framework for evaluating the activities of all academic and support units within the University, allowing proactive responses to changing economic issues as they arise.

## Budget System

The University uses a budget system that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision making and control of financial resources at the colleges and support units. The modified RCM budget model assigns substantial control over resource decisions to individual colleges and support units. The underlying premise of the University's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision making and better results and outcomes for the University as a whole. Through this decentralized model, colleges in particular are incentivized to increase resources by teaching more credit hours and increasing research activity.

The OSU Health System prepares its budget based on projected activity and associated costs. External factors, such as government regulations and reimbursements rates, as well as contractual agreements with health care payers also play an integral part in developing the health system's budget.

## Fund Accounting

The University's budget is developed and managed according to the principles of fund accounting. We manage over 19,000 active expendable funds and over 4,800 endowment principal funds through a robust accounting system. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including grants and contracts received from government agencies, foundations, and other outside sponsors. Individual funds are set up to ensure strict adherence to the terms of the grant or contract that governs these funds.

"As the University's sources of funding continue to evolve, it has become evident that a consolidated view of all sources of funding received and monies spent is necessary to make informed decisions in a timely manner."

Endowments are another type of restricted fund, where separate funds are set up to preserve the corpus or principal of the gifts. As those funds earn investment returns, annual income distributions are made out of the endowment fund and into a current fund for spending in accordance with the donors' restrictions. The segregation of each gift allows the University to ensure the funds are spent appropriately and to enable reporting to donors on the activities that their funds support.

Although emphasis was placed on including all University funds in the fiscal 2014 budget process, general funds continue to remain a key component of the budget. General funds can be used for any university purpose. These funds play a major role in the budget, as they cover many expenses in the colleges and support units for which it is difficult to raise money to cover. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

#### Allocation of Funds

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets.

Marginal changes in revenue are allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a 60/40 model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while 40% is allocated based on the type of course taught. This takes into account the fact that some courses have a higher cost for delivery and are, thus, allocated a greater share of the funding. The other two formulas allocate graduate tuition and state support based on credit hours in fee-paying categories (tuition) and type of course taught (state support). As a college teaches more of the share of total credit hours, it receives a larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of the margin will correspondingly decline. Colleges also receive their pro rata share of the margin on indirect cost recoveries and learning technology, course and program fees.

Support units are funded through a central tax and assessments charged to colleges and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and student life services. Support units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual budget process to support new services or mandates.

Auxiliaries and earnings units are expected to operate at a break even or better margin and generally do not receive general fund support. One exception is the Office of Student Life which does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

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Regional campuses develop their own individual campus budgets primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect and costs directly incurred to operate those campuses.

University-wide initiatives and special requests by colleges and support units are funded through the formal budget process or through central reserves established to fund campus-wide projects that benefit the entire population or advance the mission of the University.

#### Investing in Tools to Enhance the Budget Process

As the political and economic environments continue to change, affecting the funding and statutory requirements of higher education, the University recognizes it needs access to timely and relevant financial data to make informed decisions. As such, Ohio State is embarking on several finance transformation projects that will collect, maintain and report financial activity in a more concise and timely manner.

One project involves the implementation of a flexible web and Microsoft Office based planning application that will support the University's planning and budgeting process. The tool is expected to be deployed and available for use for the fiscal 2015 budget. Reporting through the new application will allow both colleges/units and central users to monitor and analyze data in a more consistent and timely manner.

In conjunction with the planning tool, the University is also implementing a long-term strategic planning tool that will connect data from the planning program into longer range planning scenarios. We believe these tools, along with business intelligence initiatives, such as financial data warehousing, data governance and reporting projects underway, will provide the administration with the financial data necessary to monitor progress against goals and provide the flexibility for developing "what if" scenarios on a more ad-hoc basis as external factors change.

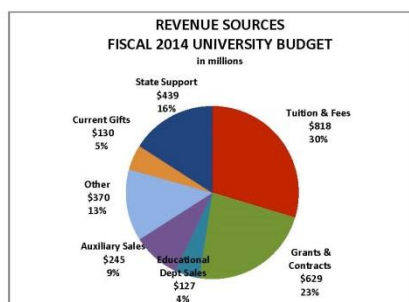


BUT FOR  
OHIO  
STATE

## The University's Budget Overview

The University's budget plan provides an overview of the estimated revenues, expenditures and other changes in net asset activity of the University for the 2014 fiscal year. This section of the budget plan addresses the University's core academic research and service operations and excludes the operations of the OSU Health System and OSU Physicians, Inc., which are discussed beginning on page 32. The University's budget is based on forecasts from the colleges and administrative units and includes the income statement impact of projected activity in the plant and endowment funds, including income distribution from the endowment funds for current use.

### REVENUES



Total operating revenues are expected to decrease \$13 million, or 1%, to \$1.9 billion in fiscal 2014. The decrease is driven primarily by a \$40 million, or 6%, expected decline in revenues from grants and contracts as a result of reduced funding from various governmental entities. The decline is offset by an increase in tuition and fee revenue driven by a 2% increase in non-mandatory fees and graduate and professional instructional fees and enrollment mix. Undergraduate instructional and mandatory fees for fiscal 2014 will remain unchanged. Sales and

service revenues from auxiliary enterprises and educational departments are expected to increase \$15 million primarily as a result of increases in room and board through Student Life and a projected increase in the number of events at the various venues on campus.

Net non-operating revenues, which include the University's State Share of Instruction (SSI), are expected to decline \$65 million, or 9%, to \$734 million. The decrease is primarily driven by an expected \$65 million decline in investment income, which is reflective of an unusually strong fiscal 2013 investment performance and a \$19 million increase in interest expense on plant debt. These decreases are offset by a \$10 million increase for SSI and line item appropriations under the State of Ohio's new funding formula as proposed in the Governor's budget, and a \$12 million budgeted increase in current use gifts.

### Tuition and Fees

Gross tuition and fees, before scholarship allowance, are expected to increase by \$17 million, or 2% in fiscal 2014 to \$962 million. These increases are driven by changes in the mix of students shifting from resident to non-resident and a greater number of professional students. Undergraduate instructional and mandatory fees will not increase in fiscal 2014. Some fees, such as the non-resident surcharge and the instructional fees for graduate and professional students are scheduled to increase 2%. In addition, the number of international undergraduates who are assessed a per semester fee are also expected to increase. While tuition and fees represent only 30% of the University's total revenue, they make up 66% of general funds and are an important source of revenue for instruction.

On the Budget for Revenues, Expenses and Other Changes in Net Assets, tuition and fees are presented net of \$144 million of student financial aid, which is a \$3 million, or 2%, increase over fiscal 2013 projected actuals.

**Enrollments** - The University continues to implement the Enrollment Plan, which began in fiscal 2012 to increase the quantity, quality and diversity of the student body. The Plan has been successful and has been able to offset many of the effects of the conversion to semesters. While the semester conversion

Headcounts	2010	2011	2012	2013	2014	1 YR Chg	1 YR % Chg	5 YR % Chg
Columbus	55,014	56,064	56,867	56,387	<b>55,847</b>	(540)	(1.0%)	1.5%
Lima	1,508	1,530	1,306	1,131	<b>1,055</b>	(76)	(6.7%)	(30.0%)
Mansfield	1,647	1,405	1,388	1,265	<b>1,202</b>	(63)	(5.0%)	(27.0%)
Marion	1,828	1,816	1,525	1,273	<b>1,213</b>	(60)	(4.7%)	(33.6%)
Newark	2,515	2,562	2,677	2,390	<b>2,300</b>	(90)	(3.8%)	(8.5%)
ATI	705	700	666	612	<b>692</b>	80	13.1%	(1.8%)
<b>Grand Total</b>	<b>63,217</b>	<b>64,077</b>	<b>64,429</b>	<b>63,058</b>	<b>62,309</b>	<b>(749)</b>	<b>(1.2%)</b>	<b>(1.4%)</b>

reduced the total enrollment in fiscal 2013, the fiscal 2014 budget expects the number of incoming freshmen and transfer students to be ahead of the Enrollment Plan schedule. The Plan also projects an additional 100 new freshmen by fiscal 2016.

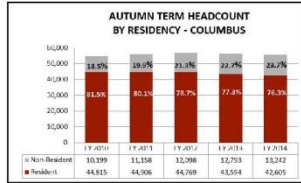
The greatest impact from semester conversion was experienced in Summer 2012, the initial term under the semester plan, when head counts dropped 24% and credit hours dropped 55%. Although enrollment and credit hours partially rebounded during the subsequent Autumn and Spring semesters of fiscal 2013, we do not anticipate a full recovery to pre-conversion levels until fiscal 2015.

As a result of the semester conversion impact, fiscal 2014 enrollment is budgeted to decrease 1% over fiscal 2013 levels to 62,309 students. All campuses, except ATI, are planning for decreases, ranging from 1% at the main Columbus campus to 7% at the Lima campus.

Even with virtually the same number of entering students as last year, the enrollment level at Columbus is expected to decrease 1%, or 540 students, as a result of fewer continuing students. However, the change in mix of resident to non-resident students will increase the tuition and fees revenue.



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The regional campuses, which account for 9% of the University's enrollment, continue to be negatively impacted by several factors including the semester conversion, continued poor economic conditions in the communities they serve, the decreasing number of high school graduates and the competition from community and technical colleges. As a result, fiscal 2014 enrollments are projected to decline an average of 3% over fiscal 2013 levels. The regional campus enrollment decline was driven by the loss of the nursing program in Ashland (Mansfield Campus) and the closing of the Delaware Center (Marion Campus).

**Undergraduate Fees** - In an effort to continue to remain affordable, resident instructional fees will not change (0% increase) in fiscal 2014 at any of the Ohio State campuses. The general and mandatory fees, including the recreation fee, student activity, student union facility fee, and COTA bus fee will also not increase in fiscal 2014.

**Graduate and Professional Fees** - Masters and PhD instructional fees will increase 2%. Some graduate and professional students pay a higher or differential instructional fee based principally on market demand and market pricing. Revenue generated from these increases is earmarked to support the graduate and professional programs that generate the fee income. Most differential fees are expected to increase 2%, while some are budgeted to increase between 3% and 5% in fiscal 2014.

**Non-Resident Surcharges** - Effective Autumn term fiscal 2014, the non-resident surcharge will increase 2% for all undergraduate, graduate, and most professional programs at each campus. Exceptions to this include the Colleges of Law and Optometry, which will see no increase, and three graduate business programs and an on-line FAES program that charge a flat non-resident surcharge.

**Program, Technology and Other Fees** - The University, several colleges and academic programs have established additional fees to support specific programs and initiatives. These include program fees designed to provide financial support for specific programs, technology fees, international student fees, course fees and distance education fees.

UNDERGRADUATE RESIDENT FRESHMAN TUITION & FEES - AY 2013 & AY 2014  
FULL-TIME RATES FOR OHIO SELECTIVE PEER INSTITUTIONS

Ohio Peer	US News Rank*	AY 2013	AY 2014	% Change
Ohio State	38	\$10,037	\$10,037	0%
Miami	70	\$13,523	TBD	TBD
Ohio University	94	\$10,282	\$10,380	1%
Cincinnati	118	\$10,784	\$10,784	0%
Bowling Green	171	\$10,514	\$10,721	2%
Kent State	171	\$9,672	TBD	TBD
Average		\$10,802	\$10,480	1%

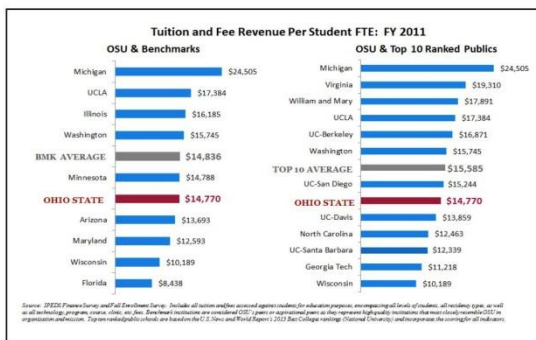
Sources: Ohio Board of Regents; Fall Survey of Student Charges (AY 2013); campus representative and campus websites (AY 2014); FY 2013 Tuition and Fees are the published numbers rates for resident new freshmen. TBD = To be determined.  
\*US News and World Report's 2013 Best College Rankings.

continue to have one of the lowest student fees among the selective public institutions. This makes Ohio State an excellent value for students and taxpayers.

**Comparison with Selective Ohio Peers** - Among Ohio's public universities, Ohio State ranks highest in academic reputation, yet has the second lowest undergraduate student fees among Ohio's six public four-year universities with selective admissions. Given the continued commitment to keep tuition affordable by not raising resident undergraduate rates in the 2013-14 academic year, Ohio State will

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**Comparison with Benchmarks and Top Public Schools** - In comparing Ohio State with our peer institutions on tuition and fees (latest data available is fiscal 2011), revenues per student FTE were 0.4% below the average of OSU's benchmark institutions and 5% below the top 10 ranked public institutions' average. Again, even among other highly ranked institutions across the nation, Ohio State is an excellent value for students.



## State Support

The State of Ohio continues to emerge from the recession of 2008. Unemployment in the state, once at 10.6% in February of 2010, has dropped to 7% in April 2013. The state finances appear to be strengthening and the state projects to have a surplus at the end of their fiscal year 2013.

**SSI and State Line Item Support** - Ohio is expected to appropriate \$1.8 billion for SSI in fiscal 2014, a \$33 million, or 2%, increase over fiscal 2013. Ohio State expects to receive \$363 million of that SSI funding in fiscal 2014, an increase of \$9 million, or 3%, over fiscal 2013 levels.

The SSI allocation is the State of Ohio's primary funding support for enrollments and degree completions at its colleges and universities. The SSI funds campuses based on several criteria including successful course completions, indexed by financially and academically at-risk students; degree completions with added funding for completions by at-risk students; research activity; and other criteria intended to advance the goals of the state. The state distributes SSI by campus. Of the \$363 million, the main Columbus campus will receive \$342 million, the Newark campus \$6 million, the Marion and Mansfield campuses \$4 million each, and the Lima and ATI campuses \$3 million each.

In addition to SSI funding, the University also receives state line item support funding directed to specific purposes, such as support for the OSU Extension offices, Ohio Agricultural Research and Development



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Centers (OARDC) and many of the clinical operations. In fiscal 2014, the University expects to receive \$76 million in line item funding, which is flat over fiscal 2013 levels.

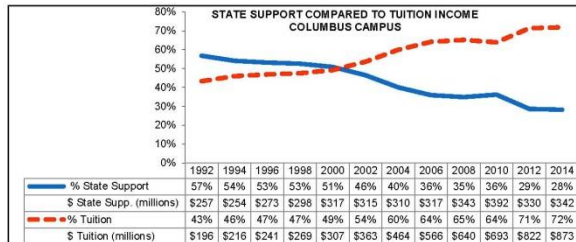
Note that these are preliminary figures based in part on estimated enrollment figures and the Governor's proposed budget and may change as the House and Senate consider the budget. The state budget is expected to be final on or before June 30, 2013.

**Recommended Changes to State Funding Model** - In the fall of 2012, Governor Kasich asked President Gee to chair the Ohio Higher Education Funding Commission comprised of the presidents from several Ohio public universities. The committee was charged with recommending changes to the State Share of Instruction (SSI) formula to better align it with the goals of the state. The committee was tasked with finding ways to use the formula to support several objectives, including: increase participation rates; encourage the best and brightest to attend; improve graduation rates; make higher education more affordable; graduate students with the skills they need; and encourage graduates to stay in Ohio.



The committee recommended that their changes be made over the course of three years. In 2014, they recommended 50% of the subsidy be allocated based on degree completions, the stop loss protection for a campus's subsidy be removed, the state use a three year average of FTE and degree awards for the subsidy allocation, and the STEM weights used for the course completion subsidy also be used for the degree completion subsidy. These changes are expected to provide an additional \$9 million to Ohio State in fiscal 2014 under the Governor's proposed budget. For 2015 and 2016, the committee recommended the elimination of a separate funding formula for regional campuses, degree credit in the formula be awarded to non-residents degree recipients who remain in Ohio, proportional degree credit be awarded for transfer students, that at risk weightings be used in the formula be applied at the student level, and the elimination of the Access Challenge and plant, operations and maintenance (POM) earmarks currently in the formula. Governor Kasich incorporated the recommendations into his proposed 2014-2015 biennial budget.

The graph below illustrates the inverse relationship between decreases in state support and increases in tuition rates. The proportional share of state support in the Columbus campus budget is expected to fall to a historic low of 28% relative to the total of state funding and tuition and fees in fiscal 2013. The table below shows the continuing long-term decline in state support as a proportion of total income.



**State Capital Appropriations** – The University also receives capital appropriations from the state to improve the physical infrastructure of the University. The state capital budget process occurs in the off years from the state budget process. The fiscal 2013-14 capital process allocated approximately \$83 million to the University, of which approximately \$48 million is expected to be received in fiscal 2014 and used to fund such projects as construction of the Chemical and Biomolecular Engineering and Chemistry (CBEC) building, the Smith Lab renovation, renovations at the regional campuses and other infrastructure projects.

### Sponsored Research Programs

The University secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors.



**Federal, State, Local and Private Grants and Contracts** – Revenue from grants and contracts is expected to decrease \$40 million, or 6%, due to decreased governmental funding.

The grant and contract revenue is primarily used for sponsored research projects. A reduction in total research expenditures, which are budgeted at \$442 million for fiscal 2014, account for \$35 million of the grant and contract decrease. The expected decline is primarily due to the projected decrease in federal and state funding.

Research expenditures include facilities and administrative (F&A) recovery which is projected to be \$91 million, a \$3 million, or 3%, decrease from fiscal 2013 levels. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the University. Because some direct cost expenditures do not recover F&A, direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams.

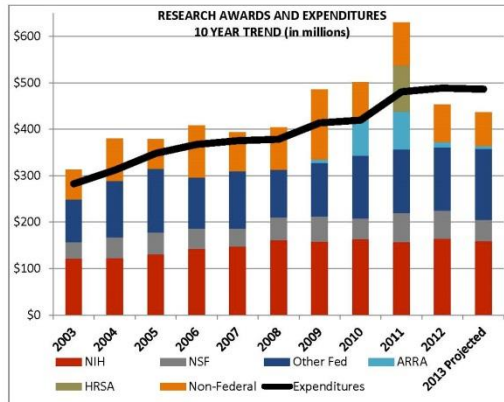
Agencies differ in how they award funds to the University. Some sponsors will provide all spending authority at the beginning of a multi-year award whereas others tend to fund in annual increments; therefore, awards and expenditures do not necessarily track together. This is illustrated in the graph on page 25.

In fiscal 2009 through 2011, three extraordinary research awards were received. In fiscal 2009 there was a large increase in state awards for the Ohio Research Scholars program; in fiscal 2010 and 2011 we received American Recovery and Reinvestment Act (ARRA) funding from the federal government; and in fiscal 2011 we received a Health Resources and Services Administration (HRSA) award for the construction of the critical care tower at the Wexner Medical Center. In fiscal 2012 all of these additional sources of funding were absent and awards were down. With the impact of sequestration and on top of flat federal budgets, we expect fiscal 2013 awards to be down even further, and have already seen a 20% reduction in NSF awards.

Expenditures are significantly lower than awards from fiscal 2009 through 2011. However, in fiscal 2012 expenditures exceeded awards because spending is in arrears. We anticipate fiscal 2013 projected

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actual expenditures will be about the same as fiscal 2012 but in fiscal 2014 expenditures will start to follow awards downward.



Not unexpectedly, awards from not-for-profit entities that provide grants from funds they raise from charitable donations (e.g., American Cancer Society) are also trending downward. State funding is also being redirected toward private enterprises and not toward research development at universities.

The University is working to mitigate potential damage using two primary strategies. First, we are actively focusing on increasing the competitiveness of researchers through activities internal to the University, including facilitating multidisciplinary research to take advantage of the breadth of expertise at the University; establishing new centers focused on current and emerging research challenges; creating a proposal development center; and establishing and maintaining cutting edge core facilities to support our growing community of research-intensive faculty. The second strategy involves building external relationships that will help grow the University's portfolio of federally-funded research, expand strategic partnerships with industry and promote and develop the Ohio Technology Consortium (OH-Tech).

### Sales and Service Revenues

**Sales and Services of Educational Departments** – Sales and services of educational departments are expected to increase \$5 million, or 4%, over fiscal 2013 levels due to increased services at the instructional clinics (Dentistry, Optometry and Veterinary Medicine) and the opening of the Veterinary Medical Center of Dublin.

**Sales and Services of Auxiliary Enterprises** - Student Life and Athletics comprise the majority of sales and services of auxiliary enterprises. Revenues for the group are projected to increase \$10 million, or

4%, to \$245 million in fiscal 2014. These increases are driven by a combination of factors including increased revenue from room and board through Student Life as they bring more rooms on-line with the re-opening of Smith-Steeb Hall and continue to expand on dining options. Room and board fees are expected to increase by an average of 3.7% to 3.8% on most services in fiscal 2014. The Room Rate II and the Unlimited 4 meal plan for a student choosing to live on campus will be \$9,850 in fiscal 2014.

In addition, more events are planned at the various venues on campus and Athletic revenues are expected to increase slightly as a result of increased ticket sales, offset by the fact that the University will host one less home football game in fiscal 2014 compared to fiscal 2013.

## EXPENSES

### Salaries and Benefits

Salaries and benefits are expected to increase by \$16 million, or 1%, in fiscal 2014 to \$1.8 billion. Salaries and benefits continue to be the single largest expense accounting for 66% of total operating expenses.

**Salaries** - Salaries are expected to grow \$14 million, or 1% over fiscal 2013 projected actuals. Faculty and staff salary guideline increases of 2% have been approved for fiscal 2014. Under the University's policy, most salary increases will be effective September 1, 2013. Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the University as well as statistics of the current labor market. The University continues to employ its philosophy of setting faculty salaries at a level that will maintain or advance Ohio State's position nationally for the highest quality faculty, and to set staff salaries to be competitive with the local employment markets.

**Benefits** - Benefit costs are expected to remain flat for fiscal 2014 at \$486 million. Benefits include the University's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans, graduate fee authorizations and University's expense related to compulsory plans, such as workers' compensation and unemployment compensation. Benefits are driven by the 2% salary guideline increase, which directly affects the retirement plan contribution expenses and a 1% average rate increase on other benefit plans combined.

**Retirement Plans** - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under each of the plans, the University contributes 14% of the employee's pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

**Medical Plan** - The University is self-insured for employee health insurance. Fiscal 2014 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations. These factors resulted in a projected increase of 7% for fiscal 2014 across all medical plans. The University will continue to monitor the impact the new health care laws will have on the University as an employer as legislation and regulations evolve.



To account for the volatile nature of benefit plan costs, the University maintains cash reserves for certain benefit accounts. Reserve minimums are set to cover the full accrual of related liabilities and a medical plan reserve for Incurred But Not Recorded (IBNR) claims. A general reserve is also maintained to cover costs associated with other University provided benefits, such as tuition assistance and support of the Your Plan For Health (YP4H) and related initiatives.

**Fee Authorizations** - Offsetting the increase in benefit plan costs is a reduction in fee authorizations, which are included in benefits. Graduate fee authorizations are expected to decrease \$6 million, or 6% to \$96 million in fiscal 2014. Fee authorizations are granted to graduate and professional students who perform services, generally teaching, while enrolled in classes, and cover the cost of graduate tuition.

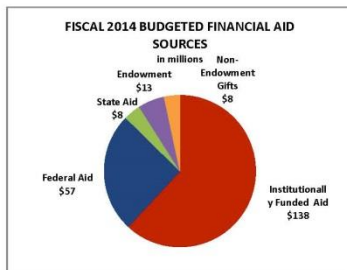
### Student Financial Aid

Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students. Interactions with donors also stress the importance of gifts that support financial aid.



The financial aid budget seeks to advance two specific goals for the University: to invest in the quality, quantity and diversity of students in order to continue to move Ohio State towards its goal of being in the top ten public universities in the country; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The University continues to work to support both goals and continues to develop the appropriate balance in moving the University towards eminence. Fundraising efforts are also underway via the Ohio Challenge in which all 88 Ohio counties are raising funds to recruit students from each county to attend Ohio State.

Ohio State expects to distribute a total of \$223 million of financial aid to students in fiscal 2014. Sources for the aid include institutionally funded aid, federal and state programs, and gifts and endowments.



Institutionally funded financial aid is expected to increase by \$ 9 million, or 7%, in fiscal 2014 to a total of \$138 million. These increases are driven by further investments in financial aid to support the Enrollment Plan, funding for need-based financial aid, funding for the Eminence Financial Aid program for high-performing students, and for the inflationary costs of room and board. In addition, as the University's share of SSI has decreased from 40% of tuition income ten years ago to an estimated 28% in fiscal 2014, Ohio State has more than doubled its budget for internally funded financial aid.

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Federal financial aid, which consists primarily of Pell and some Supplemental Educational Opportunity Grant (SEOG) grants, is expected to increase \$1 million, or 2%, to \$57 million in fiscal 2014. State financial aid is expected to hold steady at approximately \$8 million in fiscal 2014 and is driven by funding levels for programs such as the Ohio College Opportunity Grant (OCOG).

Donor and other funds are also expected to remain flat in fiscal 2014 at \$20 million. This funding level is driven by the focus of student financial aid in our current fund-raising campaign.

In the operating budget, financial aid is presented under two categories. Approximately \$144 million of the \$223 million expected to be awarded is included as an allowance against tuition and fees in the operating revenue section and the remainder is included as an operating expense in supplies and other.

### Supplies & Other

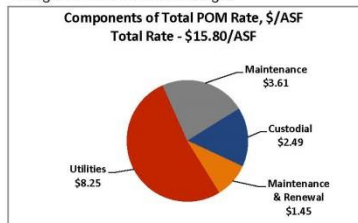
Supplies and other are projected to increase \$32 million, or 7%, to \$510 million in fiscal 2014. The increase is driven by a \$9 million increase in institutional student financial aid, \$4 million of increased costs associated with the additional student housing and food costs through Student Life, \$5 million of increased costs associated with the continued ramp up of new graduate programs, \$6 million of increased costs associated with faculty start-ups in several colleges, and increases in general support office costs.

### Purchased Services

Purchased services are expected to total \$209 million in fiscal 2014, a \$4 million, or 2% increase over fiscal 2013 levels. Purchased services include costs associated with contracted services for sponsored research projects, as well as outside services, such as housekeeping and consulting.

### Plant Operations and Maintenance

The cost of utilities, maintenance, and a basic level of custodial services are allocated on a uniform campus-wide average, based on the square feet of space assigned to units. The total plant operations and maintenance (POM) charge is based on four separate cost pools: utilities, maintenance, custodial, and maintenance and renewal. For fiscal 2014, the total rate for all components is \$15.80/ASF which is a 2% increase over fiscal 2013 rates. Expenses related to POM are spread through all operating expense categories in the fiscal 2014 budget.



**Utilities** - Columbus campus utilities expenses including commodities are expected to increase by \$4 million, or 4%, in fiscal 2014 to \$100 million. The increase is driven primarily by increases in debt service associated with utilities projects undertaken as part of the infrastructure master plan and the construction of two chilled water plants on campus. The increase in debt service was partially offset by decreases in expenses for natural gas, purchased power, and water and sewage.



The delivery of utilities to the Columbus campus involves three significant components: 1) 61% for purchased utilities and commodities including electricity, natural gas, fuel oil, and water; 2) 31% for debt service for utilities capital projects; and 3) 8% for other expenditures, which include maintenance for central systems, supplies and staff labor costs. Maintenance for building-based utilities systems is covered in the maintenance cost pool.

The Wexner Medical Center and major auxiliaries such as Student Life and Athletics are not charged for utilities by the assignable square foot but are directly billed for specific utilities based on meter data. This direct billed revenue is deducted from the total utilities expenses in calculating the rate per assignable square foot paid by other units.

The University has contracted with Johnson Controls for a pilot project to install energy conservation measures in five energy-intensive buildings: Biomedical Research Tower, RPAC/McCorkle Aquatics Pavilion, Scott Lab, Physics Research Building, and the Veterinary Hospital. The total minimum guaranteed energy savings for these buildings will be \$1 million annually after the project is completed.

**Building Maintenance and Custodial Services** - Maintenance expenses are expected to increase by \$1 million, or 2 %, in fiscal 2014 to \$32 million. The increase was driven by increases in salaries and benefits for University maintenance staff. Services provided include repairs resulting from normal wear and tear, including plumbing, central HVAC and electrical systems, elevator repair and maintenance, and maintenance of the building envelope, including windows, foundations, walls, and floors.

In addition, custodial expenses are expected to decrease by \$1 million, or 4%, in fiscal 2014 to \$17 million. This decrease was driven by the conversion of a number of buildings from custodial services provided by University employees to external custodial services contracts. For fiscal 2014, contract services will provide custodial services for approximately 56% of Columbus campus buildings. A basic level of cleaning services is provided, including floors, restrooms, and public and private spaces. Units can choose to voluntarily contract for a higher level of services.

Certain auxiliary units, such as Athletics and Student Life, do not participate in the building maintenance and custodial service pools due to their unique nature (stadium, arenas, dormitories, etc.). Instead, they provide their own building maintenance and custodial services.



**Maintenance and Renewal** - In an effort to keep pace with maintenance needs for newer buildings and prevent additions to the deferred maintenance backlog, the POM rates provide annual funding for a preventative maintenance pool and a second fund for a deferred maintenance endowment.

The annual funding for the preventative maintenance pool will increase by \$1 million, or

35%, in fiscal 2014 to \$4 million. All \$4 million expected to be collected is budgeted to be spent on scheduled maintenance in fiscal 2014.

The deferred maintenance endowment was established to provide funding for future maintenance on buildings constructed after 2000. \$6 million will be added to the endowment during fiscal 2014, bringing the principal balance to \$33 million. Although no income from the fund will be distributed or spent in fiscal 2014, the endowment is expected to begin income distributions in 2015 and should generate approximately \$2 million per year.

## University Overhead

Overhead is charged to non-general funds units to help fund centrally-provided services. In fiscal 2014, \$71 million is expected to be transferred via overhead to fund centrally-provided services, an increase from \$67 million in fiscal 2013. Since overhead is an intra-university transfer, it is eliminated in consolidation.

Specific expense categories comprising the overhead rates include Facilities Support, Administrative Support, and Specialized Support (Health Administration and Student Services). Different overhead rates are calculated based on participation in the different expense categories. The base rate includes all expense categories; other rates are calculated to include only those expenses applicable to those units. For example, the regional campus rate includes only the insurance, academic administration, and central support expense categories. For fiscal 2014, the rates ranged from 2.7% for the Wexner Medical Center to 5.7% for most earnings operations.

For all units except the Wexner Medical Center, overhead is calculated based on the overhead percentage times net revenue. Net revenue is defined as revenue less direct pass through costs. The Wexner Medical Center's overhead is charged a dollar amount based on actual prior year expenses, in order to be compliant with federal Medicare reimbursement policies. The rates are stable compared with fiscal 2013 rates, reflecting moderate growth in both revenues and allocated overhead costs.

## NON-OPERATING ACTIVITIES

### Advancement

The University launched the public phase of its \$2.5 billion *But For Ohio State* campaign in October 2012. The fundraising campaign invites those who believe in Ohio State to invest in our students, our faculty, and our potential. By supporting Ohio's land-grant institution, alumni, friends, parents and partners can help us secure educational opportunities for futures generations of students and meet the enormous challenges we face as a society. Campaign proceeds will be used to fund scholarships to attract the most promising students, elevate faculty, create modern learning environments, promote multidisciplinary research, and drive high-impact innovation.



In fiscal 2014, the University expects to recognize aggregate fundraising revenue of \$200 million by engaging a variety of constituents, including students, faculty and staff, alumni, friends, corporate partners and private foundations. The Office of Advancement, which oversees all fundraising activities, is undergoing reorganization under new leadership. The Advancement strategic plan currently under

design will focus on aligning fundraising with communications and alumni engagement to use innovative funding approaches with Ohio State's partners across all facets of the University.



### Financial Services and Investments

The Office of Financial Services manages cash, short and intermediate term investments, and debt for all departments within the University. In performing these functions, the office serves as bank to the University departments, taking deposits, issuing debt, investing operating funds and distributing loans. The internal bank is a framework for coordinating these activities and providing a consolidated view of the associated assets, liabilities, revenues and expenses.

In addition, the Office of Investments manages the Long Term Investment Pool (LTIP), which totals over \$3 billion and includes gifted endowment funds, designated funds and a portion of the operating funds. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into four broad categories. This model enables the investment team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

**Investment Income** - Investment income is projected to total \$260 million, a 20% decrease over fiscal 2013 projected actual totals. The fiscal 2013 projected income is reflective of the unusually strong investment performance in fiscal 2013. Of this total, the LTIP is expected to produce an 8% return, or \$249 million in fiscal 2014, net of investment expenses. The remaining short and intermediate term investments, are expected to produce an \$11 million return on an approximately \$2 billion asset base.

**Debt** - The Office of Financial Services manages over \$2.5 billion of outstanding debt. The proceeds of debt issuances have been utilized to fund major construction projects like the Wexner Medical Center addition and dormitory refurbishments, as well as several university-wide initiatives.

The debt is comprised of a mix of tax exempt and taxable bonds. Over 80% of the outstanding balance is under fixed rate obligations ranging between 3% and 5.25%. The remainder is held under variable rate agreements. The variable rates, which are subject to changes every seven days, averaged 0.11% through the first ten months of fiscal 2013 and have a 15 year history of not exceeding 1.84%. Under the terms of the variable rate agreements, the rates cannot exceed between 8% and 12%.

In fiscal 2014, we plan to issue approximately \$300 million of new debt to assist in funding the Medical Center expansion. The University expects to incur approximately \$107 million of interest expense on plant debt in fiscal 2014, an increase of \$19 million, or 22%, over fiscal 2013 projected actual levels.



## The Health System's Budget Overview

The 2014 OSU Wexner Medical Center Health System (Health System) operating budget generates margins and cash flows sufficient to meet or exceed the Health System's three strategic financial targets. The first goal is to earn an EBIDA margin of at least 10%. The fiscal 2014 budget generates a 14% EBIDA margin. The second goal is the increase the days cash on hand by three days. The fiscal 2014 budget results in a three day increase from \$307 million to \$334 million. The final target is to achieve a debt service coverage ratio of 4:1. The budget results in a 6:1 debt service coverage ratio.

### Revenue and Expense Drivers

The rate of revenue and expense growth in the fiscal 2014 budget is less than previous years. Lower reimbursements, state and federal budget reductions, the status of Medicaid expansion and the impact of health care reform, combined with no new bed capacity until fiscal 2015 will cause operating revenue to grow 4.3%. Ongoing efforts to improve operating efficiencies are expected to hold expense growth to 3.7%, our lowest increase in many years. Excluding ramp-up expenses for the new hospitals, the New Albany Wellness Center, and the Jameson Crane Sports Medicine Center, core expense growth is 3%. Supplies, pharmacy and purchased service expenses, adjusted for volumes, are planned to grow between 2% to 4%. Salary expense is planned to grow by 4%, reflecting a 2% growth in FTE's and a 3% increase in wages and benefits.



Should revenue fall short of these estimates, expenses, capital or medical center investments will be adjusted to meet targets. Approximately two-thirds of the revenue increase is attributable to volume with the balance attributable to rate increases. Rate increases for major managed care payers of between 3% and 5% have been negotiated through 2014/2015 and are included in this budget. There are no planned price increases in 2014. Admissions are projected to grow 2.5%, outpatient visits by 2%, and surgeries by 2%. Growth is limited by the availability of new inpatient, ambulatory, and faculty

office space which should be addressed when the new hospitals are opened in fiscal year 2015.

### Estimating the Impact of Reimbursement Changes

The budget assumes federal sequestration throughout 2014 and beyond, with a negative revenue impact of \$9 million. Proposed state budget reductions of approximately \$16 million are also included. These reductions include a 5% rate cut for inpatient and outpatient services, a reduction of up to 10% for the James cost reimbursement and capital reductions. The Medicaid reductions are to be implemented January 1, 2014 and will represent only 6 months of fiscal 2014 impact. The full year impact of these proposals in 2015 will be in excess of \$30 million. Both Medicare and Medicaid reductions were made in anticipation of Medicaid expansion, which while reducing rates, would greatly expand coverage of currently uninsured patients. At this writing, the ultimate resolution of Medicaid expansion in Ohio is uncertain. This budget assumes that Medicaid rate reductions will continue as

currently proposed, but that the shift of payment from self-pay to Medicaid will not materialize to any significant extent.

The impact of insurance exchanges scheduled to begin January 2014 are difficult to estimate. The number and type of managed care organizations participating in exchanges is uncertain, and the composition of the plans' networks is still to be determined. Insurance exchanges may pose a particular challenge for academic medical centers such as our Health System as the insurance market may not maintain historic support of the teaching mission. Key issues related to exchanges are the impact of consumerism on provider choice, small business migration to exchanges, provider bed capacity, and the outcome of Medicaid expansion. The Health System has run various financial models to predict the impact of both Medicaid expansion and exchanges. Since these items will begin January 2014 and will affect only six months, we have assumed limited impact for this fiscal 2014 budget. We have included a reduction in revenue of approximately \$5 million in 2014 which combines the generally favorable impact of uninsured individuals obtaining coverage with the anticipated negative rate pressure brought about by exchanges.

### New Facilities

The new James Cancer Hospital/Solove Research Institute is scheduled to open in late 2014/early 2015. The new Critical Care Center will also come on line in the same timeframe. The activities necessary for the opening and transition of patients to the new building will begin in 2014. Facility planners and outfitters, building technicians, trainers and clinical staff will begin the process of preparing the building for occupancy. There is approximately \$6 million planned in this budget for these transition expenses in the fiscal 2014 budget.



Debt is budgeted to grow as construction on the new hospitals continues. Interest paid on the construction is approximately \$33 million, almost all of which is capitalized as a cost of the building. Substantially all of the debt on the Health System books represents either debt issued by the University or loans from the University's internal bank on behalf of the Health System. This debt is covered under memorandums of understanding with the University at various rates and terms. Principal and interest on all debt, including the tower, capital leases, and existing bonds totals approximately \$86 million in 2014. Of note, once the new James opens and as a result of the PPS exemption, the amount of additional capital cost recovery that can be claimed by the James is estimated at between \$10 and \$13 million in CMS reimbursement (on average, per year) over approximately 30 years, which represents the average useful life of the new James building and equipment. This reimbursement would begin in mid fiscal 2015.

In addition to the construction, the servicing of debt and cash growth, the Health System has budgeted \$68 million for medical equipment, renovations, infrastructure and technology capital expenditures. Medical Center Investments of \$113 million are planned for 2014. These investment support strategic programs, new recruits, research and provide clinical support. These capital and program investments are subject to the Health System achieving debt service and cash growth goals.

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2014 will provide the multiple challenges of navigating the impact health care reform, moving forward on opening the cancer and critical care tower, and managing limited bed capacity until the new hospital opening. The budget attempts to incorporate these uncertainties by planning for conservative rate of growth, minimal increases in cost, activities necessary to open the tower, and flexibility to reduce expenses further if revenue does not meet expectations.

### **OSU Physician, Inc.'s Operating Budget Overview**

OSU Physicians, Inc. is a multi-specialty faculty practice bringing outpatient care to Central Ohio communities with physicians focusing on personalized healthcare, patient satisfaction, research and education.

The fiscal 2014 budget for OSU Physicians, Inc. includes an increase in operating revenue of \$37 million, or 13%, based on an expected 14% increase in volume, measured by work relative value units (wrvus), a system for measuring physician productivity. Provider related expenses are budgeted to increase \$27 million, or 15%, due to 71 new physicians that have either recently started in fiscal 2013 or will start in fiscal 2014.



# Appendices

## COLUMBUS CAMPUS TUITION AND STATE SHARE OF INSTRUCTION HISTORY

Year	Resident Undergraduate Tuition (1)	Percent Change	State Share of Instruction (000's) (2)	Percent Change
1989	\$2,040	7.9%	\$238,111	3.1%
1990	\$2,190	7.4%	\$251,658	5.7%
1991	\$2,343	7.0%	\$262,311	4.2%
1992	\$2,568	9.6%	\$246,306	-6.1%
1993	\$2,799	9.0%	\$240,881	-2.2%
1994	\$2,940	5.0%	\$251,406	4.4%
1995	\$3,087	5.0%	\$264,759	5.3%
1996	\$3,273	6.0%	\$273,327	3.2%
1997	\$3,468	6.0%	\$283,012	3.5%
1998	\$3,687	6.3%	\$297,551	5.1%
1999	\$3,906	5.9%	\$305,161	2.6%
2000	\$4,137	5.9%	\$312,839	2.5%
2001	\$4,383	5.9%	\$317,721	1.6%
2002	\$4,788	9.2%	\$305,389	-3.9%
2003	\$5,691	18.9%	\$300,064	-1.7%
2004	\$6,651	16.9%	\$299,998	0.0%
2005	\$7,542	13.4%	\$301,898	0.6%
2006	\$8,082	7.2%	\$305,588	1.2%
2007	\$8,667	7.2%	\$314,597	2.9%
2008	\$8,676	0.1%	\$330,269	5.0%
2009	\$8,679	0.0%	\$362,682	9.8%
2010	\$8,726	0.5%	\$391,658	8.0%
2011	\$9,420	8.0%	\$390,830	-0.2%
2012	\$9,735	3.3%	\$329,548	-15.7%
2013	\$10,037	3.1%	\$331,829	0.7%
2014	\$10,037	0.0%	\$342,083	3.1%

(1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.

**UNDERGRADUATE TUITION & FEES - AUTUMN 2013**  
**FULL-TIME RATE BY CAMPUS AND RESIDENCY**

Campus	Resident*	Non-Resident	Non-Resident**	Resident	Non-Res
				% Chg	% Chg
Columbus	\$10,036.80	\$25,756.80	\$25,756.80	0.0%	1.2%
Lima	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
Mansfield	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
Marion	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
Newark	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
ATI	\$7,104.00	\$15,720.00	\$22,824.00	0.0%	1.4%

\*Resident=instructional + mandatory fees.

\*\*Non-Resident=instructional + non-resident surcharge (2% increase) + mandatory fees.

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(APPENDIX LXI)

**FY2014-18 Capital Investment Program**

(\$Millions)



Line	Prior BoT Approved Commitment Remaining Spend	FY2014	FY2015	FY2016	FY2017	FY2018	Total
1	NRD Design and Construction	\$100.0	\$110.0	\$110.0	\$26.0	\$0.0	\$346.0
2	Wexner Medical Center Expansion	\$242.0	\$141.9	\$0.0	\$0.0	\$0.0	\$383.9
3	CBEC Building	\$23.3	\$5.8	\$0.0	\$0.0	\$0.0	\$29.1
4	Sullivant Hall and Billy Ireland Cartoon Library	\$10.2	\$0.0	\$0.0	\$0.0	\$0.0	\$10.2
5	East Regional Chilled Water Plant	\$14.4	\$10.8	\$0.0	\$0.0	\$0.0	\$25.2
6	South High Rise Renovations	\$11.5	\$0.0	\$0.0	\$0.0	\$0.0	\$11.5
7	Roll-up of smaller projects	\$176.4	\$113.6	\$28.8	\$7.5	\$0.0	\$326.3
8	Subtotal	\$577.8	\$382.1	\$138.8	\$33.5	\$0.0	\$1,132.2
Proposed New Projects to Begin in FY2014		FY2014	FY2015	FY2016	FY2017	FY2018	Total Cost
9	Cash Ready Projects (Roll-up of 36 projects)	\$42.3	\$26.9	\$13.8	\$0.0	\$0.0	\$83.0
10	RDM Projects (Future State capital allocation)	\$0.0	\$5.0	\$15.0	\$5.0	\$0.0	\$25.0
11	WMC – Jameson Crane Sports Med Institute	\$10.0	\$15.0	\$10.0	\$0.0	\$0.0	\$35.0
12	Proposed Projects to Begin FY2014	\$52.3	\$46.9	\$38.8	\$5.0	\$0.0	\$143.0

Proposed New Projects Funding By Source	
13	Classroom Fund \$2.0
14	Local Funds \$3.8
15	Student Life Reserves \$8.4
16	State Funds In Hand \$10.3
17	Future State Funds \$25.0
18	Development \$10.0
19	University Financing \$15.0
20	WMC Operating Funds \$68.5
21	Total \$143.0

June 6, 2013



(APPENDIX LXII)

**BACKGROUND**

**TOPIC:**

Establishment of University Derivatives Policy

**CONTEXT:**

In recent years, the University has considered and transacted a small number of derivative transactions primarily to lock in interest rates prior to issuing bonds. In anticipation of continuing to utilize these types of transactions and with the promulgation of regulations governing derivatives transactions (Dodd-Frank), it is desirable to establish a Board approved policy to govern the use of derivatives.

**SUMMARY:**

- Define a derivative as a contract, security or payment exchange whose value is derived from another security, underlying asset, reference rate or index.
- Outline the purpose for using derivatives including reducing exposure to changes in interest rates, lowering the net cost of borrowing, achieving higher rate of return on investments, managing the risk of future cash inflows and outflows, reducing exposure to changes in foreign currency and commodity prices, and achieving a better matching of assets and liabilities.
- Establish principals regarding the use of derivatives. These would include:
  - Derivatives are to be used for hedging purposes and not for speculation.
  - Derivatives must be documented using agreements with terms and conditions that meet accepted industry standards or are traded through standardized exchanges.
  - Counterparties to any derivative agreement must have a long-term credit rating of A or above if the swap is uncollateralized. Counterparties with a lower rating will be required to post collateral.
  - A swap dealer may be deemed to be acting as an advisor to the University under certain circumstances. The University may engage a third party or utilize a University employee to serve as a qualified independent representative to provide independent advice.
  - Derivative agreement should not require the University to post collateral.
- Approval and oversight of derivative transactions will include:
  - Agreements shall receive prior approval of the Chair of the Finance Committee of the Board of Trustees. Agreements may be executed only by the Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer.
  - All agreements must be reviewed and approved by legal counsel.
  - The Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer will determine whether to engage a third party or utilize a University employee to serve as a qualified independent representative.
  - The Office of the Treasurer is responsible for oversight, monitoring and compliance with applicable rules and regulations for any derivative transaction.
- Specifies risks associated with derivatives including counterparty risk, termination risk, amortization risk, basis risk, tax risk, liquidity risk, regulatory risk and compliance risk.

**REQUESTED OF FINANCE COMMITTEE**

Approval



**Office of  
Business and Finance**

**University Derivatives  
Policy #5.XX**

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**OBJECTIVE**

To implement a policy to use derivative instruments to accomplish the hedging of certain financial transactions in an effort to reduce or manage financial risk and/or lower costs.

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**POLICY**

Applies to: All university personnel responsible for the management of university debt and financial assets excluding the Office of Investments.

Issued: 6/2013

**I. Definition of Derivatives**

A derivative is a contract, security or payment exchange whose value is derived from another security, underlying asset, reference rate or index. There are three fundamental classes of derivatives – futures, options and swaps, each with many variations. Some variations include, but are not limited to interest rate caps, floors, collars and rate locks.

**II. Purposes for Use of Derivatives**

- A. Reduce exposure to changes in interest rates on a particular or anticipated future financial transaction.
- B. Lower net cost of borrowing.
- C. Achieve higher rate of return on investment.
- D. Manage variable rate exposure on debt issuance.
- E. Manage the risk of future cash inflows and outflows.
- F. Reduce exposure to changes in foreign currency prices.
- G. Reduce exposure to fluctuations in price for commodity purchases.
- H. Achieve a better matching of assets and liabilities.

**III. Principles Regarding Use of Derivatives**

- A. Derivatives are to be used for hedging purposes and not for speculation.
- B. Derivatives may be used to better manage assets and liabilities and to lower overall costs and reduce interest rate risk.
- C. Derivatives must be documented using agreements that contain terms and conditions as set forth in the International Swaps and Derivatives Association (ISDA) Master Agreement as modified by an appropriate ISDA schedule, confirmation and/or credit support annex. This requirement shall not apply to standardized exchange-traded products such as futures contracts executed through a trading exchange.



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- D. Counterparties to any derivative agreement must have a long-term credit rating of A or above by a nationally recognized rating agency if the swap is uncollateralized. Counterparties with a lower rating will be required to post collateral.
  - E. A swap dealer may be deemed to be acting as an advisor to the University under certain circumstances with respect to a specific swap or trading strategy involving a swap. The University may engage a third party or utilize a University employee to serve as a qualified independent representative to provide independent advice and oversight of any swap or trading strategy involving a swap in which case the swap dealer will not be deemed to be acting as an advisor to the University.
  - F. Derivative should not require the University to post collateral unless approved by the Vice President and Treasurer or the Senior Vice President for Business and Finance and Chief Financial Officer.
- IV. Approval and Oversight
- A. The Vice President and Treasurer in collaboration with the Senior Vice President of Business and Finance and Chief Financial Officer shall make the determination if any transaction is in the best interests of the University.
  - B. All derivative agreements shall receive prior approval of the Chair of the Finance Committee of the Board of Trustees. All completed derivative transactions will be reported to the Chair of the Finance Committee of the Board of Trustees within five business days of execution.
  - C. All derivative agreements must be reviewed and approved by legal counsel.
  - D. Derivative agreements may be executed only by the Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer.
  - E. Derivative agreements may be terminated before maturity upon approval of the Senior Vice President of Business and Finance and Chief Financial Officer.
  - F. The Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer will determine whether to engage a third party or utilize a University employee to serve as a qualified independent representative regarding a specific derivative or trading strategy involving a derivative. In the event the determination is made to engage a third party, the applicable agreement may be executed only by the Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer.
  - G. The Office of the Treasurer is responsible for oversight, monitoring and compliance with applicable rules and regulations for any derivative transaction.
- V. Risks Associated with Derivatives
- A. Counterparty Risk – risk of a failure by a counterparty to perform as required under the agreement.



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Policy #5.XX**

- B. Termination Risk – the ability of either party to terminate the agreement prior to maturity. Early termination could result in adverse results.
- C. Amortization Risk – the risk that the cash flow schedule of the derivative does not exactly match the cash flow schedule of the asset/liability. This can result in a less than satisfactory hedge and create unnecessary risk.
- D. Basis Risk – arises as a result of movements in interest rates that may not be in tandem between the asset/liability and the derivative instrument. This could create a favorable or unfavorable cost differential.
- E. Tax Risk – the risk that tax laws may change resulting in an unexpected movement in the value of the hedge.
- F. Liquidity Risk – the risk that collateral is not posted when due resulting in possible exposure to loss.
- G. Regulatory Risk – the risk that laws and regulations may change resulting in unexpected movement in the value of the hedge and/or additional compliance requirements.
- H. Compliance Risk – not complying with laws and regulations can result in penalties, fines or the inability to do additional transactions.

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**RESOURCES**

[Office of Financial Services](#)  
1590 N. High Street, Suite 400  
Columbus, OH 43201  
Phone: (614) 292-6261 OR (800) 678-6009 (toll free)  
Fax: (614) 292-7568

(APPENDIX LXIII)

**Authorization for Designated Officials to Buy, Sell, Assign and Transfer Securities; to Deposit or Withdraw Funds from Bank Accounts; to Designate Depositories; and Approve Financial Services**

BACKGROUND

This resolution serves as a reauthorization giving authority to the Senior Vice President for Business and Finance and the University Treasurer to perform necessary functions to maintain bank accounts, enter into agreements for various financial services including debt issuance, insurance brokerage and coverage, derivative transactions, financial advisory assignments, and to designate signatory authority. It also establishes the University Treasurer as trustee for deferred gifts made to the University.

This resolution is typically required by financial institutions to be passed on an annual basis. The only material change from the previous resolution is to specify entering into agreements for insurance brokerage, insurance coverage, and financial advisory assignments.

(APPENDIX LXIV)

Project Data Sheet for Board of Trustees Approval

**Academic Core Infrastructure**

OSU-130545

- **approval requested and amount**  
prof services and construction \$25.3M
- **project budget**  
construction w/ contingency \$21.3M  
professional services \$4.0M  
total project budget \$25.3M
- **funding sources**  
university debt
- **project schedule**
  - BoT approval 06/13
  - design/bidding 07/13 – 06/14
  - construction 07/14 – 12/15



- **Framework context**
  - this project is consistent with the Framework principles to improve existing campus infrastructure and to provide for future growth
- **project scope**
  - the project will provide equipment and distribute chilled water to buildings in the Academic Core North that are not currently served by the McCracken Chiller Plant
  - buildings to be connected include the North Residential facilities, Celeste Laboratory of Chemistry, MacQuigg Laboratory, Newman & Wolfrom Laboratory of Chemistry, and Evans Laboratory
  - the project scope also includes replacing the tunnel between College Avenue and Smith Laboratory and upgrading the steam line for future buildings in the Academic Core North
  - this project is part of the FY13-17 Capital Plan
- **project status and update**
  - approval is requested to enter into professional services and construction contracts

- 
- **project team**  
University project manager: Tom Ekegren  
A/E: tbd

## Project Data Sheet for Board of Trustees Approval

### Stadium – South Stands and Lighting

OSU-130519

Project Location: Ohio Stadium

202,896 ASF / 812,422 GSF

- **approval requested and amount**

prof services and construction	\$9.0M
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- **project budget**

construction w/contingency	\$7.8M
professional services	\$1.2M
<b>total project budget</b>	<b>\$9.0M</b>

- **funding sources**

auxiliary funds

- **project schedule**

BoT approval	06/13
design/bidding	06/13 – 12/13
construction	01/14 – 08/14



- **Framework context**

- this project is consistent with the Framework principles to improve existing campus facilities

- **project scope**

- this project includes the addition of approximately 2,500 seats to the south end zone and the addition of permanent lighting
- the project will also construct a new player's tunnel from the home locker room to the field
- this project will use the CM at Risk delivery method

- **approval requested**

- approval is requested to enter into professional services and construction contracts

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- **project team**

University project manager:	Kristin Poldemann
AE/design architect:	tbd
CM at Risk	tbd

## Project Data Sheet for Board of Trustees Approval

### Emergency Department Renovation

OSU-130547

Project Location: Rhodes Hall (University Hospital)

243,605 ASF / 503,387 GSF

• <b>approval requested and amount</b>	
prof services and construction	\$4.8M
• <b>project budget</b>	
construction w/contingency	\$3.7M
professional services	\$0.6M
other costs (equipment)	\$0.5M
total project budget	\$4.8M



- **funding sources**
  - general funds
- **project schedule**

BoT design approval	06/13
design/bidding	07/13 – 04/14
construction	05/14 – 11/14
- **Framework context**
  - this project is consistent with the Framework principles to improve existing facilities
- **project scope**
  - the project will renovate the emergency department in Rhodes Hall (University Hospital)
  - renovation work will occur once the new emergency department space in the critical care tower is open
  - the project will use the CM at Risk delivery method
- **approval requested**
  - approval is requested to enter into professional services and construction contracts

• <b>project team</b>	
University project manager:	Lance Timmons
AE/design architect:	tbd
CM at Risk	tbd



## Project Data Sheet for Board of Trustees Approval

### Jameson Crane Sports Med Institute

OSU-130469

Project Location: Jameson Crane Sports Medicine Institute

125,000 GSF

- **approval requested and amount**

professional services	\$2.0M
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- **project budget**

construction w/contingency	\$27.0M
professional services	\$2.0M
other costs (equipment)	\$6.0M
<b>total project budget</b>	<b>\$35.0M</b>
- **funding sources**

development funds, internal loan, general funds
- **project schedule**

BoT design approval	06/13
design/bidding	08/13 – 06/14
construction	07/14 – 12/15



- **Framework context**
  - this project is consistent with the Framework principles to consolidate facilities
- **project scope**
  - the project will construct a new facility for OSU Sports Medicine in the Athletics district at Ackerman Road, with space for more than 15 inter-disciplinary specialties
  - the facility will include multi-disciplinary clinics and procedure rooms, a physical therapy center, imaging (MRI and x-ray), aquatics, indoor/outdoor performance fields, education and conference rooms, offices, research labs, retail, and shelled space for future operating rooms
  - the project will use the CM at Risk delivery method
- **approval requested**
  - approval is requested to enter into professional services contracts

- 
- **project team**

University project manager:	Paul Lenz
AE/design architect:	tbd
CM at Risk	tbd

**The Jameson Crane Sports Medicine Institute at The Ohio State University**

**Project Summary**

The Jameson Crane Sports Medicine Institute at The Ohio State University will provide expanded space for OSU Sports Medicine's collaborative and innovative programs of health care, education, training and medical research. This integrated approach will provide patients from within the university community, Columbus community and beyond with the best in sports-related medical care. To be located in the Athletics district on Ackerman Road just east of State Route 315, the approximately 125,000 square foot facility will bring together more than 15 interdisciplinary specialties under one roof, providing coordinated, comprehensive services and efficient care for all patients. The new facility will include spaces such as: multi-disciplinary clinics and procedure rooms, a physical therapy center, imaging, aquatics, indoor and outdoor performance fields, education and conference rooms, offices, research labs, retail, and shelled growth space for future operating rooms.

Services to be offered at the new facility will include:

- Multidisciplinary medical services
- Physical therapy
- Aquatic therapy
- ACL injury care and prevention
- Arthritis in athletes
- Asthma in athletes
- Athletic training
- Bicycle fitting
- Cardiac screening
- Cartilage restoration
- Concussion treatment
- Dance medicine
- Elite athlete program
- Endurance medicine - cyclist, swimming, running
- Golf performance and analysis
- Hip preservation
- Human performance center – performance enhancement and return to play training
- Massage therapy
- Research
- Retail dining
- Sports nutrition
- Sports psychology
- And more...

## Project Data Sheet for Board of Trustees Approval

### Smith Lab Rehabilitation

OSU-090442

Project Location: Smith Laboratory

133,735 / 219,438 GSF

- **approval requested and amount**

	Prev.	Incr.	New
construction	\$10.8M	\$1.9M	\$12.7M

- **project budget**

construction w/contingency	\$12.7M
professional services	\$1.8M
total project budget	\$14.5M

- **funding sources**

state appropriations, general funds, university debt

- **project schedule**

BoT design approval	04/09
design/bidding	04/11 – 03/13
BoT construction approval	02/13
construction	03/13 – 04/14



- **Framework context**

- o this project is consistent with the Framework principle to improve existing campus infrastructure

- **project scope**

- o this project will upgrade the HVAC in the entire building and install sprinkler systems throughout the building
- o HVAC work includes improvements to duct work, terminal boxes and controls
- o the project will replace the building chillers and chilled water will be supplied from the chilled water plant
- o project work will be phased based on building occupancy and uses
- o the project is using the CM at Risk method

- **approval requested**

- o approval is requested to increase construction contracts
- o the total project cost is increasing \$1.9M to upgrade lighting and to upgrade the HVAC for the entire facility; Smith Laboratory consists of three buildings; the original project included HVAC upgrades for two of the buildings only
- o the additional funds will be provided from state appropriations that are available for new commitments

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- **project team**

University project manager:	Bill Holtz
AE/design architect:	Prater Engineering Associates
CM at Risk	Gilbane Building Co.

(APPENDIX LXV)

**BACKGROUND**

**EASEMENT  
CITY OF UPPER ARLINGTON  
WALTHAM ROAD, KINNAR ROAD, NORTH STAR ROAD ROUNDABOUT,  
COLUMBUS, OHIO 43221**

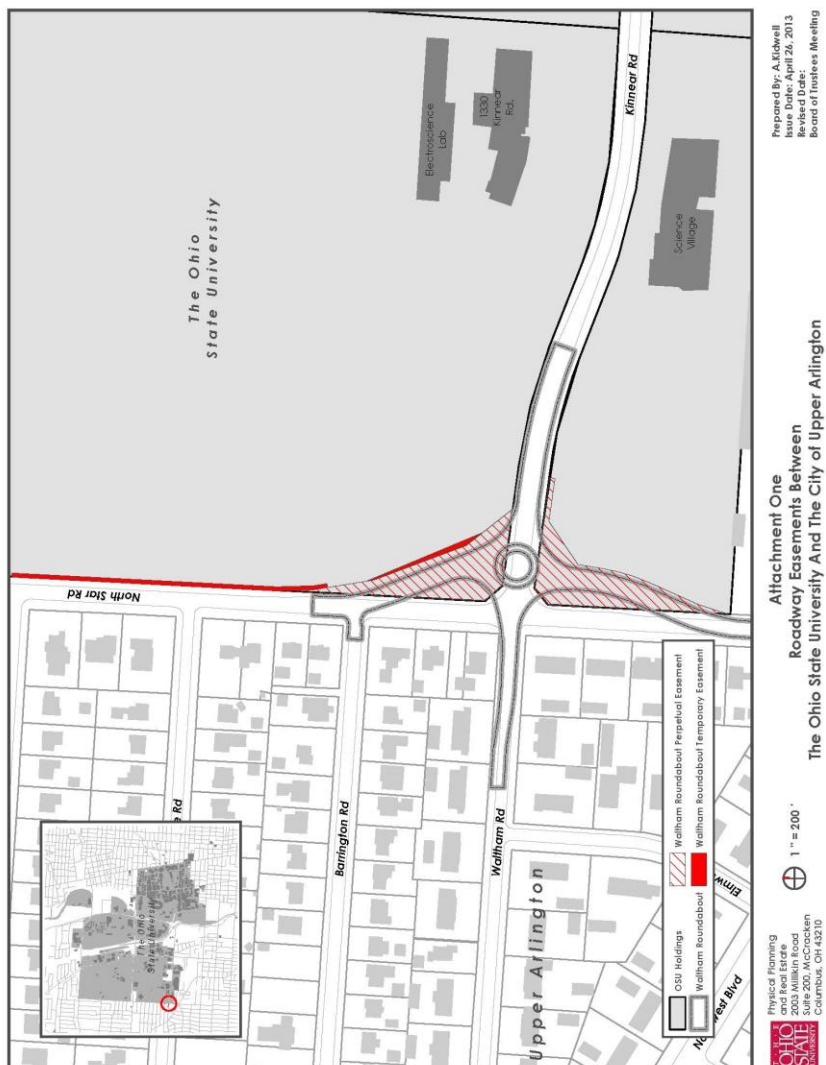
In May 2013 The Ohio State University (OSU) entered into a Memorandum of Understanding with the City of Upper Arlington for construction of a roundabout at the intersection of Kinnear Road, North Star Road, and Waltham Road.

In exchange for providing the necessary land for the project, OSU will benefit from improved traffic circulation and reduced traffic congestion at this west campus entrance. In addition, the roundabout will be designed to provide a gateway into the campus.

The land impacted by the proposed project is located within a 150-foot perimeter zone established as a no-build, landscape only area in the City of Columbus zoning limitation text for this parcel. When this zoning was enacted in 1984, the perimeter was established at the request of Upper Arlington. An amendment to this limitation text will be pursued with the City of Columbus to ensure that the 150-foot perimeter does not shift as a result of the proposed project. Upper Arlington has agreed to provide support (letters, testimony at meetings, exhibits, etc.) to achieve the amendment.

This project will require a perpetual roadway easement of approximately 1.1 acres and a temporary roadway easement of approximately 0.2 acres. Final acreage of all easements will be developed as the project planning progresses. Upper Arlington will be responsible for all construction, maintenance, and operation of the roadway easement area, including any associated lighting, curbs, ramps, gutters, sidewalks, plantings, etc. inside the boundaries of the easement. A portion of the land for the roundabout is currently encumbered by a ground lease with Scitech. As a result, the granting of easements is subject to amending the lease to reduce acreage necessary for the roundabout.

Pursuant to policy, Board of Trustees authority is required for all easements for street, roadway, or highway purposes. Therefore, Physical Planning and Real Estate is requesting Board of Trustee approval of a perpetual roadway easement and associated temporary construction easement to the City of Upper Arlington.



## **BACKGROUND**

EASEMENT  
MARION COUNTY COMMISSIONERS  
THE OHIO DEPARTMENT OF TRANSPORTATION  
COUNTY ROAD 221 EXTENSION,  
MARION, OHIO 43302

In February 2012 The Ohio State University (OSU) entered into a Memorandum of Understanding with Marion County for the extension of County Road 221 (University Drive) along the west side of OSU Marion campus. This project will extend County Road 221 along the length of the campus boundary and provide a new entrance to campus. As the extension connects at the existing State Route 529/Marion-Edison Road intersection, a realignment of State Route 529 will improve traffic safety in the area. Consequently, OSU, the Marion County Commissioners, and the Ohio Department of Transportation (ODOT) are coordinating the performance of this project.

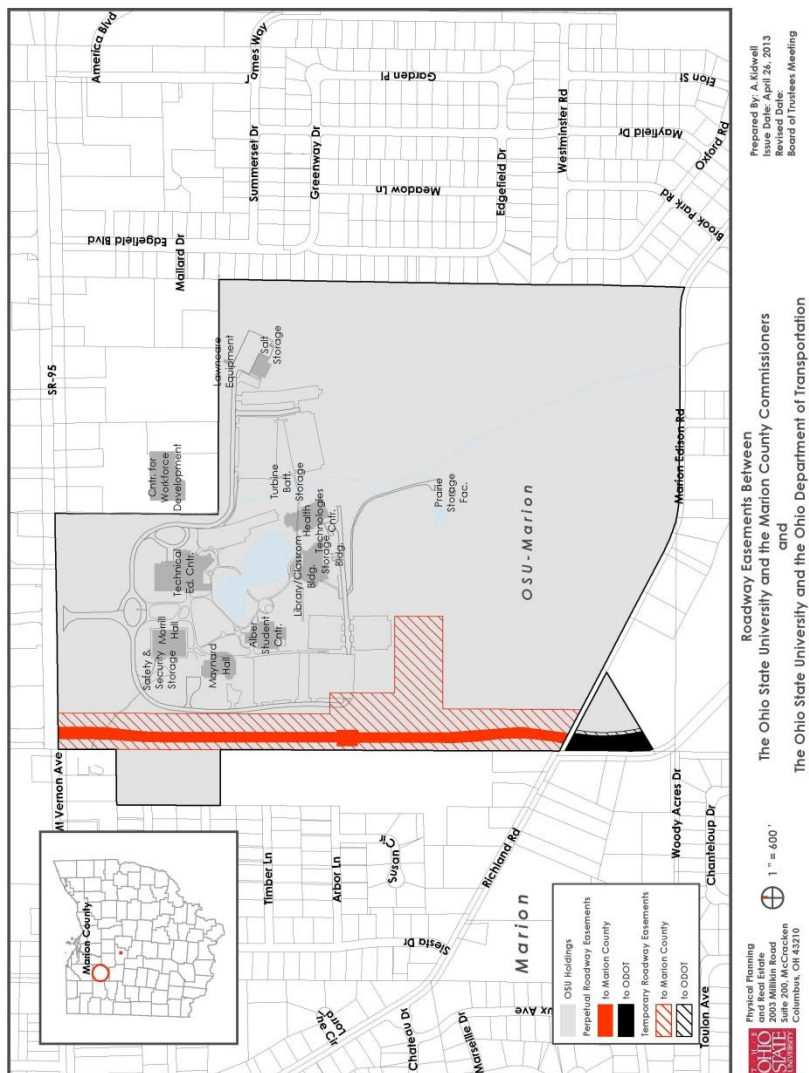
In exchange for providing the necessary land for the extension project, OSU Marion campus will receive a new campus entrance drive with appropriate traffic control and signals, roadway storm drainage, and signage, as well as landscaping along both edges of the new road, at the new entry road and the north and south ends of the new road. In addition the project will construct an 8 to 10 foot multipurpose pathway with pedestrian lighting along the eastern side of the new road extension.

This project will require perpetual and temporary roadway easements be granted to the Marion County Commissioners and ODOT.

- The perpetual roadway easement to the Marion County Commissioners will be approximately 8 acres and the temporary construction easement will be approximately 5 acres.
- The perpetual roadway easement to ODOT will be approximately 1 acre and the temporary construction easement will be approximately 0.2 acres.

Final acreages of all easements will be developed as the project planning progresses. The Marion County Commissioners and ODOT will be responsible for all construction, maintenance, and operation of the roadway easement areas. OSU Marion will assume responsibility for the ongoing maintenance associated with the project installed landscaping, lighting, and multipurpose pathway. These maintenance expenses will be paid out of OSU Marion operating funds.

Pursuant to policy, Board of Trustees authority is required for all easements for street, roadway, or highway purposes. Therefore, Physical Planning and Real Estate is requesting Board of Trustee approval of the two perpetual roadway easements and associated temporary construction easements to the Marion County Commissioners and the Ohio Department of Transportation.



June 7, 2013 meeting, Board of Trustees